

Alameda County
Congestion Management Agency



Program Evaluation

2007

Final

MAY 2008

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Executive Summary

Introduction

The Alameda County Congestion Management Agency (CMA) Guaranteed Ride Home (GRH) Program has been in operation since April 9, 1998. This report presents the results of the tenth annual program evaluation and covers program operations during 2007 including a comparison with previous years. The evaluation provides information about:

1. The effectiveness of the program's administration;
2. Statistics on employer and employee participation and trips taken;
3. The program's success in causing an increase in the use of alternative modes; and
4. Recommendations about any area(s) that need modification or expansion.

This executive summary includes a program description, overview of historical trends, summary of major findings of the evaluation, and program recommendations.

Program Description

The Alameda County CMA Guaranteed Ride Home Program is sponsored by the Alameda County Congestion Management Agency (CMA) and is funded with Transportation Funds for Clean Air (TFCA) from the Bay Area Air Quality Management District.

The GRH Program provides a "guaranteed ride home" to any registered employee working for a participating employer in cases of emergency on days the employee has used an alternative mode of transportation to get to work. Alternative modes include: carpools, vanpools, bus, train, ferry, walking and bicycling. Participating employers must have at least 75 employees at worksites located in Alameda County. As of December 31, 2007, 155 employers and 4,437 employees were registered with the program.

The objective of the program is to maximize modal shift from driving alone to commute alternatives including transit, carpools, vanpools, bicycling and walking. Based on this stated objective, the program can be considered a success. Each year of operation, the program has seen an increase in the number of participants who use alternative modes and an increase in the frequency with which they use alternative modes.

Historical Trends

The Guaranteed Ride Home Program began as a demonstration program in 1998. Over the course of the last ten years, GRH has grown into a smoothly operating program with 155 registered employers, about 4,400 registered employees, and 98 trips provided this year.

Figure ES-1 Employer and Employee Trends

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Total Number of Employers	72	100	119	132	127	110	120	131	142	155
Total Number of Employees	880	1,674	2,265	2,759	2,664	2,785	3,268	3,638	4,107	4,437
Total Number of Trips Taken	57	156	168	148	144	149	141	82	107	98

Seventy-two (72) employers registered with the program during the initial six-month demonstration period. In 2007, 18 employers registered for the GRH program. A total of 225 employers have registered with the program since its inception. Due to employers moving, going out of business, etc. the program currently has 155 participating employers.

During the initial six-month demonstration period, about 880 employees joined the Guaranteed Ride Home Program. In 2007, 514 employees registered. Over 6,000 employees have registered with the program since its inception. The program now has 4,437 actively registered employees.

Based on the fact that each registered participant may take up to six trips in a one-year period, the rate that guaranteed rides are taken is very low. Most program participants take a guaranteed ride home very infrequently or not at all. For example, at the end of 2007, there were a total of 26,622 potential rides based on a total enrollment of 4,437 employees. However, only 98 trips were actually needed that year (approximately 0.4% of potential trips). Of the 6,178 employees ever registered for the program, at the end of 2007, 5,561 (90%) had never taken a ride.

A total of 1,261 trips have been provided from the time of the program's inception through the end of 2007. During the 2007 operating year, 98 trips were taken, continuing a decreasing trend in the number of rides per year. Most registered employees (86%) have never taken a trip. Of those who have taken trips, the vast majority (80%) have taken only one or two trips. This demonstrates that participants see the GRH program as an "insurance" policy and do not abuse the program or take more rides per year than they need. The program is available if and when an emergency or unscheduled overtime arises and provides participants with peace of mind knowing that they can get home under unexpected circumstances.

Figure ES-2 illustrates some key historical trends for the Guaranteed Ride Home Program.

Figure ES-2 Guaranteed Ride Home Program Historical Trends

Trend	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Program Participants										
Total Number of Employers	72	100	119	132	127	110	120	131	142	155
New Employers Registered	72	28	19	13	12	14	16	22	12	18
Total Number of Employees	880	1,674	2,265	2,759	2,664	2,785	3,268	3,638	4,107	4,437
New Employees Registered	880	794	591	494	525	710	543	603	550	514
Trip Statistics										
Total Number of Trips Taken	57	156	168	149	145	151	143	87	107	98
Total Number of Rental Car Trips	N/A	N/A	N/A	N/A	8	10	18	9	18	18
Total Number of Taxi Trips	N/A	N/A	N/A	N/A	137	141	125	78	89	80
Average Trips per Month	6.3	13	14	12.3	12	12.4	11.8	6.8	8.9	8.2
Average Trip Distance (miles)	28.7	34.96	36.9	42.1	42.02	42.9	39.8	42.6	41.8	41.6
Average Trip Cost	\$54.51	\$65.25	\$70.45	\$84.02	\$88.18	\$93.64	\$80.92	\$87.78	\$89.48	\$86.13
Rental Car Savings	N/A	N/A	N/A	N/A	\$421	\$759	\$1,015	\$442	\$1,221	\$1,316
Number of potential trips per year	5,280	10,044	13,590	16,554	15,984	16,710	19,608	21,828	24,642	26,622
Percent of potential trips taken each year	1.08%	1.55%	1.24%	0.90%	0.91%	0.90%	0.73%	0.40%	0.43%	0.37%
Survey Results										
Number of Surveys Collected	215	350	270	346	517	619	658	716	732	728
Survey Response Rate	N/A	21%	12%	13%	19%	22%	20%	20%	18%	16%
Percent Who Would Not Use an Alternative Mode or Would Use Less Frequently without GRH	15%	16%	19%	19%	34%	41%	47%	46%	40%	41%
Increase in the Percent of Those Using Alternative Modes Four or More Times a Week	N/A	10%	15%	8%	15%	17%	14%	21%	19%	18%
Number of Single Occupancy Vehicle Trips Reduced per Week	N/A	N/A	N/A	N/A	3,768	3,946	3,774	3,318	3,709	3,499

Major Findings of the Evaluation

The program evaluation consisted of an examination of the program's administrative functions, statistics on employer and employee participation and use, data from the surveys of participating employees, and recommendations for program changes and enhancements. The following sections present the major findings from the evaluation.

Program Administration

Program Operating Principles

- The use limitation of six trips per year continues to be appropriate. Very few program participants have reached the limit since the program's inception. No one in 2007 reached the six trip limit. The most trips taken by one person in 2007 was three.
- The rental car demonstration program was successfully implemented in October 2002 in the Tri-Valley area (Dublin, Livermore and Pleasanton), and county-wide in April 2004. A new policy went into effect in 2006 requiring participants to use a rental car for any non-emergency trip over 50 miles. The program realized an estimated savings of over \$1,300 on ride costs in 2007.

Marketing and Promotions

- Approximately one-tenth of program resources are dedicated to marketing and promotion. This time is spent marketing both to employers and their employees in the form of making calls, distributing flyers, and giving presentations and attending events. The program has sought to leverage these resources by relying on participating employers to promote the GRH Program internally, and by seeking co-marketing opportunities with local transit agencies and with organizations that promote commute alternatives. In 2007, the program focused on public relations by attending employer events and focusing efforts on employers with 75 to 99 employees. By using an InfoUSA list of Alameda County employers with between 75 to 99 employees, GRH staff called companies to inform them of their eligibility in the GRH program and provide information on the benefits of the program. A marketing drive was also targeted on Hacienda Business Park in Pleasanton involving a mailer, phone calls to companies, and newsletter articles to increase employee and employer participation.
- The availability of the marketing materials in electronic format via the internet or email upon request continues to be a useful and inexpensive tool for promoting the program.
- The website is updated to include changes in the program, such as the new rental car program, and to clarify the program, as necessary, such as providing a clear description of the instant enrollment program.

Employer and Employee Participation

Employer and Employee Registrations

- Both the number of new employers and new employees increased in 2007. Registered employers increased by 9% and registered employees increased by 8%. As of December 31, 2007, 155 employers and 4,437 employees were registered.

- North and east Alameda County continue to be the areas with the most employers enrolled in the program. The city of Pleasanton is the location of the largest number of employers registered with the program, followed by Oakland.

Trips Taken

- From the program's inception in 1998 through 2007, a total of 1,261 trips (1,180 taxi trips and 81 rental car trips) have been taken. Ninety-eight trips were taken during the 2007 calendar year for an average of 8.2 trips per month. The number of trips taken in 2007 represented an 8% decrease over last year's total.
- Eighty-six percent of the employees enrolled have never taken a trip. Of the employees who have taken a trip since the program inception (1998), 80% have taken only one or two rides.
- "Personal illness" was the most common reason for taking a trip in 2007 (28% of trips), followed by the "Carpool or vanpool driver had to stay late or leave early" (23%).
- Those who carpool or vanpool are more likely to use a guaranteed ride home trip than those who use other alternative commute modes. Sixty-one percent of guaranteed rides home were used by car- and vanpoolers.
- The average trip distance decreased slightly in 2007. The average trip distance for all trips in 2007 was 41.6 miles, a 0.2 mile decrease from last year. The individual trip distance averages for taxi and rental car trips changed by less than one mile each in 2007. The average taxi trip distance declined to 39.2 miles and the average rental car trip distance increased to 51.9 miles¹.
- The average taxi trip cost in 2007 was \$92.44, a 4% decrease from 2006.
- The cost of a rental car trip is \$55.00. It is estimated that the use of rental cars in 2007 saved \$1,316 in trip costs. With the start of the rental car marketing campaign in 2008, the program hopes to increase cost savings due to rental car usage.

Employee Commute Patterns

- The most common trip-origin cities are Oakland, Pleasanton, and Fremont. The most common trip-destination cities are Oakland, Manteca, and Modesto.
- The most common trip destination county is Alameda County, followed by San Joaquin County.

Employee Survey

The 2007 survey was distributed and completed primarily online. We attempted to contact all employer representatives (some were non-responsive despite repeated attempts) to request their assistance with the distribution of the survey. When employers were not available or by special request, we contacted employees with the survey directly. Of the 4,437 employees currently enrolled in the program, 728 completed the survey, resulting in a 16% response rate. Of the surveys, 98% were completed online. The respondents represent 68 (out of 155) different participating employers.

¹ The average annual rental car mileage was revised for the 2007 evaluation report to provide an accurate comparison with taxicab mileage. Previous years used the total rental car mileage (roundtrip). This has been corrected to a one-way trip.

Use of Alternative Modes

The Guaranteed Ride Home Program continues to be successful in encouraging the use of alternative modes. According to 2007 survey responses:

- When asked how important GRH was in their decision to stop driving alone, almost 70% of respondents who used to drive alone said that it was at least somewhat important.
- Sixty-one percent of all respondents reported that the GRH Program encourages them to use alternative modes more days than they would otherwise. If the GRH Program were not available, the majority (59%) reported that they would continue to use an alternative mode.
- The survey asked respondents how they traveled to work at present and before they registered for the GRH Program. Both before and after the program, the most common modes were BART, driving alone, and carpooling. Drive alone trips, however, declined after registering with the GRH Program, while BART and carpool use increased.
- Using these survey findings, we were able to extrapolate the impact of the program on travel behavior of all participants. The program reduces 3,499 single-occupancy vehicle (SOV) trips per week.

Other Commute Characteristics

- Commute distances of program participants are generally 50 miles or less (87%).
- Most program participants travel to work during the peak commute hours of 7-9 AM in the mornings (65%) and 4-6 PM in the evenings (75%).

Customer Service Ratings

The annual evaluation survey includes two questions to evaluate participant's level of satisfaction with the customer service provided in the program. Additional information on service satisfaction is collected in the survey participants return after they have taken a ride.

- The administrative functions of the GRH Program continue to receive very high ratings for the quality of customer service, consistent with previous years' evaluations.
- Passengers were very positive in their evaluation of the transportation services provided through GRH with over 80% of users rating the services as "excellent" or "good".

Employer Survey

The 2007 program evaluation includes the fourth survey of employer representatives and the second to be available on-line. Of the 155 employers currently enrolled in the program, 41 surveys were completed, resulting in a 26% response rate.

Use of Alternative Modes

The survey asked the employer representatives how important the program is in encouraging employees to use alternative commute modes more often. A large majority (87%) reported that they feel participation in the program encourages more alternative mode use². This is down, however, from 95% in 2006.

- The survey asked respondents if their company offered additional commuter benefits to employees. Most employers (68%) reported that they do provide other transportation subsidy programs. The results show that most participating companies are actively promoting alternative modes.

Program Management

- The survey asked respondents how long they have managed the program for their company. Two-thirds of respondents have been with GRH for one or more years, compared with 85% last year. When GRH staff contacted the employer representatives this year, GRH staff encountered a large number of employers who had experienced employer representative turnover.
- When asked about the workload that GRH presents, all employers reported that their workload was “manageable” or the program is “not much work”.
- One of the important features of the program is the instant enrollment voucher which allows persons not registered in the program to become instantly enrolled and receive a guaranteed ride home in case of emergencies. Seventy-four percent of employer representatives stated that they have never issued an instant enrollment voucher.

Customer Service Ratings

The survey includes two questions to evaluate the employer representatives' level of satisfaction with the customer service provided in the program.

- “Clarity of information” provided by program staff received very high ratings, with 92% of respondents stating that information was “excellent” or “good”. When asked about the hotline assistance³ they received, 53% of the respondents stated that they received “good” or “excellent” service and 47% reported that they “did not know”. No employers reported receiving “fair” or “poor” service via telephone.

² Employers were asked for their opinion regarding if the GRH program encourages employees to use alternative commute modes more often. Employers did not take a poll or individual survey of their registered employees.

³ GRH staff operates a telephone hotline weekdays from 9:00 AM to 5:00 PM in order to provide information about the program to current and prospective employees and employers and to answer questions about the program. The hotline is not intended to respond to participant emergencies or provide 24-hour assistance.

2007 Program Summary

The Alameda County CMA Guaranteed Ride Home Program has been successful in achieving the goal of bringing about a modal shift from driving alone to alternative transportation modes. Data from this year's participant survey indicate that the program is continuing to reduce the number of drive-alone trips made within the county by eliminating one of the significant barriers to alternative mode use – namely, the fear of being unable to return home in the event of an emergency.

In 2007, a Request for Proposals was distributed by the Alameda County Congestion Management Agency soliciting proposals to operate the Alameda County Guaranteed Ride Home Program. Due to the consultant selection process, a new contract was not signed between the ACCMA and Nelson\Nygaard to operate the program until October 31, 2007. As a result of limited budget resources available before the new contract was signed, staff was only able to maintain current operations of the program and was not able to fully develop all of the 2007 recommendations until the 2008 calendar year. Guaranteed Ride Home staff recommends that the 2007 recommendations be continued in 2008.

Recommendations for 2007, made in the 2006 evaluation report, and their outcome, follows:

Figure ES-3 2007 Program Summary

Recommendation	Outcome/Status
1. Continue operations and marketing, including maintaining website and conducting employee and employer surveys	GRH staff continually markets the program and updates the website. The employee and employer surveys for the 2007 program evaluation were completed in March 2008. Results are included in this report.
2. Monitor and market the 75-99 employee requirement	Using an InfoUSA employer contact list, staff performed cold calls and sent out mailers to employers with between 75-99 employees. Only four businesses meeting the criteria registered in 2007. Staff has encountered difficulty enrolling smaller businesses. Larger employers often have transportation managers, transportation coordinators, or persons in charge of employee benefits programs that can easily be the GRH contact person and distribute information to employees. Small businesses often do not have dedicated transportation staff. GRH staff recommends focusing on business parks, districts, and Chambers of Commerce to distribute program information. GRH staff will contact other Bay Area GRH programs in effort to determine how programs with no minimum employee requirement target and attract smaller businesses.

Recommendation	Outcome/Status
3. Monitor and market the 50+ mile car rental requirement	Rental usage has increased as a percentage of the total trips taken in 2007 although the number of rental car trips is equivalent to the 2006 total. As part of the 2007 employee and employer survey, all employers were contacted via phone and email about the rental car requirement. The surveys also included information about the rental car requirement. Participants using their GRH voucher for a taxicab who live over 50 miles from their workplace are now contacted by telephone and email to remind the participant of the program requirement. In the two months since the marketing campaign, rental usage has increased from 18% in 2007 to 30% in February and March of 2008. Staff will continue to monitor and market rental car use.
4. Develop and implement a way to focus marketing of rental car requirement on major employers	Staff was unable to fully develop and implement a targeted marketing effort on major employers in 2007 due to the contract going into effect later than usual (October 2007), and staff focusing on other changes to the program (such as the rental car requirement, developing a carshare pilot program, and initiating two pilot programs with the Emeryville TMA and Berkeley DBA). GRH staff did attend a manager's informational session at NUMMI in 2007 to discuss the GRH program and the rental car requirement. NUMMI was the largest user of GRH in 2007 with 20 rides used. Starting in May 2008, major employers will be contacted to create a targeted marketing effort to inform employer contacts and participants of the rental car requirement. Marketing methods will be tailored to the employer based on employer contact feedback and may include – email blasts, newsletter articles, individual emails or mailers to participants, and GRH staff visits to discuss the requirement with staff.
5. Develop and implement a pilot carshare program in Oakland and Emeryville	Staff has contacted ZipCar about partnering with the GRH Program. Staff met with ZipCar staff to discuss program details and will continue pursuing this recommendation.
6. Initiate a pilot program with one or two Transportation Management Associations	In March 2008, staff met with the Emeryville TMA and Downtown Berkeley Association to launch pilot programs. Staff is currently preparing the marketing launch.

Below is an update on the status of the 2007 program elements that were recommended by the CMA Board in 2006.

1. Continue operations and marketing, including maintaining website and conducting employee and employer surveys.

The Guaranteed Ride Home Program entered its ninth year of operations in 2007. The program added 18 new employers in 2007 and over 500 employee participants. Staff continued to market the program to employees and employers via newsletters, emails, telephone calls, mailers, attendance of employee benefits fairs, etc. Employee and employer surveys are completed annually as part of the annual program evaluation report.

2. Continue to monitor and market the 75-99 employee requirement.

In 2007, four new businesses with between 75-99 employees not associated with business parks or districts registered for the GRH Program. Besides marketing efforts to encourage enrollment of new employers, the reduced employee requirement has not led to an increase in GRH staff administrative time. The table below shows all businesses registered with between 75-99 employees, the date of registration, and how they found out about the program.

Figure ES-4 New Employers with 75-99 Employees (2007)

Company Name	City	Registration Date	Number of Employees	Information Source
Ruggeri-Jensen-Azar	Pleasanton	2/21/2007	75	Employee Referral
Cell Genesys, Inc.	Hayward	2/27/2007	75	Phone Call
Two Star Dog, Inc.	Berkeley	4/25/2007	75	Phone Call
Agilent Technologies	Pleasanton	9/11/2007	77	Mailer

Marketing efforts completed in 2007 included calling employers using an InfoUSA purchased employer contact information list, mailing information to employers, and contacting Chambers of Commerce in Berkeley and Pleasanton. Chamber contacts were sent information about the program to review and distribute to employers. Staff encountered more difficulty registering these smaller employers than expected. Larger employers often have transportation managers, transportation coordinators, or persons in charge of employee benefits programs that can easily be the GRH contact person and distribute information to employees. We have experienced that smaller businesses often do not have the resources or interest in supporting the GRH Program, especially if employees have not requested the benefit or if they have never heard of the program.

3. Continue to monitor and market the 50+ mile car rental requirement.

In order to efficiently contact employers and employees and concentrate our marketing efforts, GRH staff decided to start a targeted marketing approach to GRH participants as part of the 2007 program evaluation in February 2008.

With the start of the 2007 employee and employer surveys, all employer contacts were contacted via telephone to update their contact information. Employer contacts were reminded of the rental car requirement as part of the telephone call. The 2007 employee and employer surveys were distributed primarily via email and included an explanation of the rental car requirement in the email and on the title page of the survey. Persons not providing the program with an email address were mailed the survey with a cover letter explaining the rental car requirement. The survey itself asked employer and employee participants questions about rental usage and understanding of the requirement. Results of these questions are presented in the employee and employer survey chapters.

All program literature has been updated to state that trips of 50 or more miles require the use of a rental car except in case of emergencies. Literature also states that persons living between 21 and 49 miles from their workplace are strongly encouraged to use a rental car. At approximately 22 miles, the taxicab fare and rental car fee become equal. For simplicity, however, the program recommends that persons living 20 miles or less from their workplace use a taxicab and strongly

encourages persons living over 20 miles but less than 50 miles from their workplace to use a rental car.

An insert is now included in all new participant packets for persons living more than 20 miles from their workplace, which reinforces the rental car requirement for persons living more than 50 miles from their workplace and encourages use of a rental car use for persons living over 20 miles from their workplace.

Participants using their GRH voucher for a taxicab who live over 50 miles from their workplace are now contacted by telephone and email to remind the participant of the program requirement.

In 2007, the rental car usage rate was 18.4%, up from 16.8% in 2006. Since the launch of the marketing campaign in February 2008, rental car usage has increased to 30%.⁴

4. Continue to develop and implement a way to focus marketing of rental car requirement on major employers.

The 2006 evaluation report recommended targeting major employers to market the rental car requirement. This recommendation has not been specifically implemented. Due to the contract going into effect later than usual (October 2007), staff focusing efforts regarding the rental car requirement, developing a carshare pilot program, and initiating two pilot programs with the Emeryville Transportation Management Association and Berkeley Downtown Association, staff was unable to fully develop and implement a targeted marketing effort on major employers.

GRH staff did, however, attend a manager's informational session at NUMMI in 2007. GRH staff gave a Powerpoint presentation to NUMMI managers about the program and the rental car requirement and answered questions. After the meeting, program information and the rental car requirement were included in the company newsletter. Despite these efforts, zero rental car rides have been used by NUMMI participants since the rental car program was expanded to include the entire county in 2006. Employee survey results showed that half of respondents did not know about the rental car requirement before taking the survey. For respondents who have used a guaranteed ride home and live over 50 miles from their workplace but did not use a rental car, respondents stated that they did not use a rental car because the respondent needed the ride when Enterprise Rent-a-Car was not open, a rental car was less convenient than a taxicab, and the respondent was unaware how the respondent would receive the rental car and return the car the following day. Because NUMMI employees often do not work during Enterprise office hours (7:30 AM to 5:30 PM on weekdays), a rental car may not be a feasible option for many NUMMI participants. NUMMI was the largest user of the program in 2007 with 20 rides used.

5. Develop and implement a pilot carshare program in Oakland and Emeryville.

As part of the 2006 evaluation report, the CMA board recommended that staff develop and implement a pilot carshare program. The GRH Program strives to provide a convenient way home for persons in case of emergencies. More options in what type of ride home a participant can take would help encourage registration and the CMA's goal in reducing single occupancy vehicle trips.

⁴ Statistics are based on GRH trips taken in February and March 2008.

With a carshare option, participants could choose a guaranteed ride home in a taxicab, rental car, or carshare vehicle. Carshare would provide added convenience for participants in addition to providing the program with a lower cost alternative to taxicabs for longer trips. Carshare vehicles would provide a guaranteed ride home to persons working after 5:30 PM when Enterprise Rent-a-Car is closed or for persons who need a guaranteed ride home immediately but are not able to wait for a cab or for Enterprise to drop off a rental car. Compared with a taxi, participants could use the carshare vehicle for intermediate stops as they please without having to direct a taxi driver to multiple locations related to their emergency or unexpected circumstance. Carshare also does not charge for gas, as in a rental car, nor for tips, as in a cab. As a result, carshare would provide the only truly zero out of pocket expense for a guaranteed ride home. Depending on an employer's location, a carshare vehicle may be conveniently located near the participant, allowing the participant to easily secure a guaranteed ride home via a carshare vehicle without having to travel out of their way. All these added benefits and conveniences would be available to GRH participants with a carshare option in addition to providing the program with cost savings for longer trips.

Staff is currently in contact with ZipCar⁵ to develop a one-year carshare demonstration program in the cities of Oakland and/or Emeryville where large concentrations of GRH participants are located. ZipCar is an attractive option for GRH since both programs work to promote the use of alternative modes and ZipCar's fleet includes hybrid vehicles. In addition, ZipCar costs significantly less than taxis for longer trips. The \$60 per ZipCar trip is slightly higher than the rental car service (\$55 per ride), but lower than longer distance taxi rides at \$2.40 to \$2.50 per mile. The ZipCar cost includes insurance and fuel. ZipCar could provide a less expensive option than taxicabs during shift hours when rental cars are not available. A comparison of the three modes shows that for longer trips rental car and ZipCar are more cost effective options than taxi.

A 50 mile trip would cost:

- Rental Car = \$55
- ZipCar = \$60
- Taxi = \$122 (\$2.40 per mile and \$2 flag fee)

6. Initiate a pilot program with one or two Transportation Management Associations.

In order to evaluate the cost effectiveness and staff resources needed to further reduce the eligibility requirement to include employers with less than 75 employees, GRH staff has initiated two pilot programs with two business associations – the Downtown Berkeley Association (DBA) and the Emeryville Transportation Management Association (TMA). Both associations have expressed enthusiastic support for the program and are excited with having the GRH Program available to their businesses and employees. The Downtown Berkeley Association is comprised of over 600 businesses in Downtown Berkeley and the Emeryville TMA includes all businesses within the City of Emeryville. While a large number of businesses in each association have less than 75 employees, the total number of employees in each association is well over the required 75 employee minimum.

⁵ City CarShare was not interested in pursuing a partnership with the Guaranteed Ride Home program. FlexCar and ZipCar merged in 2007 and assumed the name ZipCar.

In March 2008, GRH and CMA staff met with the executive directors of both organizations to review the program, outline the responsibilities of each association, and agree upon a marketing approach. Marketing activities will begin in April 2008 and will include a general mailer to employers, emails to employers, newsletter articles, flyers, telephone calls, etc.

2008 Recommendations

As stated previously, GRH staff recommends that the 2007 recommendations be continued in 2008. The recommendations follow:

1. Continue operations and marketing, including maintaining website and conducting employee and employer surveys.

Operations of the GRH program will continue in 2008 including database maintenance, general marketing, and maintaining the website. Employee and employer surveys are completed annually as part of the annual program evaluation report. The surveys for the 2008 evaluation are scheduled for late January/early February 2009.

2. Continue to monitor and market the 75-99 employee requirement.

In 2008, GRH staff recommends concentrating on business parks, districts, and Chambers of Commerce. Business parks and districts allow GRH information to get to employers through the park or district management instead of simply through cold calling and mailers. Receiving information through the business association “legitimizes” the program to uninformed employers and familiarizes the employer with the program, making follow-up much easier.

In addition, GRH staff will contact other Bay Area GRH programs in effort to determine how programs with no minimum employee requirement target and attract smaller businesses.

GRH staff will continue to monitor the impacts the new requirement has on the cost of managing the program. Monitoring will include how much extra is being spent due to the changes. At the end of the year, a summary table will be prepared to show the new companies, number of employees, and how they heard about the program.

3. Continue to monitor and market the 50+ mile car rental requirement.

Staff recommends continuing this recommendation and monitoring the success of the marketing focus started in 2008. In order to efficiently contact employers and employees and concentrate our marketing efforts, staff will target marketing to GRH participants as part of the 2008 program evaluation. This will also include continuing to telephone and e-mail participants who use the program and live over 50 miles from their workplace to remind the participant of the program requirement.

4. Continue to develop and implement a way to focus marketing of rental car requirement on major employers.

Starting in May 2008, major employers will be contacted to create a targeted marketing effort to inform employer contacts and participants of the rental car requirement. Marketing methods will be tailored to the employer based on employer representative feedback and may include email blasts, newsletter articles, individual emails or mailers to participants, and GRH staff visits to discuss the requirement with staff.

5. Develop and implement a pilot carshare program in Oakland and Emeryville.

A carshare demonstration program should be implemented first in Emeryville and/or Oakland. These two cities accounted for 27% of registered businesses and 44% of registered participants as of December 31, 2007. With the Emeryville Transportation Management Association (TMA) recently registered in the GRH program and as a result all TMA employers being eligible for the GRH program regardless of size, Emeryville is a great choice to launch the pilot program because of its high concentration of employers and employees and presence of carshare pods⁶. The program also expects to receive a large number of new Emeryville employer and employee registrations due to the TMA enrollment, increasing the attractiveness of launching the pilot program in Emeryville. Oakland also has a high concentration of registered GRH employers and ZipCar pods. In addition, Emeryville has all hybrid ZipCar vehicles and Oakland has some hybrid ZipCar vehicles available allowing participants to obtain a ride in vehicles which produce lower emissions and help mitigate the impact to Bay Area air quality. By concentrating on Emeryville and/or Oakland, the pilot program can more effectively target the program to a large number of registered employers and employees who have access to ZipCar. Currently, the only ZipCar cars in Alameda County are located in the cities Oakland, Emeryville, and Berkeley.

Staff will be continuing efforts to secure a contract with ZipCar to offer the option to GRH participants.

6. Initiate a pilot program with one or two Transportation Management Associations.

The pilot program will be evaluated at six months and at one year after the official marketing launch. The review will include the number of new employers, number of new employees, number of rides taken, administrative time required by GRH staff, and the general feelings and feedback of the executive director of each association. Marketing efforts will continue through the direction of the executive directors of each organization.

Staff recommends continuing this pilot program for one year, then evaluating it.

7. Conduct an independent review of the Guaranteed Ride Home Program within six months.

The Guaranteed Ride Home Program is currently operated by Nelson\Nygaard Consulting Associates and administered by the Alameda County Congestion Management Agency. As part of program operations, Nelson\Nygaard performs an annual evaluation of the program including making program recommendations and surveying employers and employees. In order to ensure that the program is being administered and operated as efficiently and effectively as possible, a third party is recommended to evaluate the entire program.

To accomplish this task, CMA staff will create an evaluation scope and hire a consultant who will complete an evaluation report of the program within six months of the approval of the 2007 evaluation report. Results of the third party evaluation will be presented to the CMA Board for review and approval.

⁶ Carshare "pods" are locations where carshare vehicles are parked.

8. Develop a plan to evaluate ways to transition employers from Transportation Funds for Clean Air (TFCA) funding for rides to the employers paying for rides for their registered employees.

Since program inception in 1998, the CMA has used the Bay Area Air Quality Management District's (BAAQMD) TFCA funding to operate and administer the Guaranteed Ride Home Program. TFCA funds are used to fund all aspects of the program including paying for the rides. Employers are not responsible for paying for the ride component of the GRH program. Employer and employee participation does not expire and does not have a time limit⁷.

In order to encourage active employer participation and ownership in the GRH program, it is recommended that a plan be developed to limit the time frame in which companies may receive wholly subsidized rides from the program and transition from CMA-funded rides to employer-funded rides. The plan will be prepared and presented to the CMA board within six months of the approval of the 2007 evaluation report. It will include a comparison of how other county programs in the Bay Area are funded.

⁷ Employers and employees must be "active" to remain in the program. Employers who have left the county, have gone out of business, or have decided not to continue participating are unregistered from the program. Employees who leave a registered business for any reason are also unregistered from the program. Once an employer or employee has registered, they do not have to re-register.

Chapter 1. Introduction

The Alameda County CMA Guaranteed Ride Home (GRH) Program has been in operation since April 9, 1998. Over the course of the last ten years, the program has matured from a demonstration program with a handful of participating employers to a robust program with 155 active registered employers, 4,437 registered employees, and 98 trips provided during the 2007 calendar year. The program runs smoothly as indicated by the consistently high customer service ratings and relatively few complaints.

This report presents the results of the tenth annual Guaranteed Ride Home Program Evaluation. This evaluation covers the program's operation during the 2007 calendar year and is meant to provide information about the effectiveness of program administration, statistics on employer and employee registration and trips taken, program impact on mode choice, and recommendations to address any area(s) needing improvement or expansion. Where notable, differences over the course of the last ten years are identified.

Background

The Alameda County CMA Guaranteed Ride Home Program is sponsored by the Alameda County Congestion Management Agency (CMA) and is funded with Transportation Funds for Clean Air (TFCA) from the Bay Area Air Quality Management District (BAAQMD).

The GRH Program provides a “guaranteed ride home” to any registered employee working for a participating employer in cases of emergency or unplanned overtime on days the employee has used an alternative mode of transportation to get to work. Alternative modes include: carpools, vanpools, bus, train, ferry, walking and bicycling. Participating employers must have at least 75 employees at worksites located in Alameda County, and participating employees must live within 100 miles of their worksite and be permanently employed part-time or full-time. Prior to October 2006, all employers had to have at least 100 employees per worksite.

The objective of the program is to maximize modal shift from driving alone to commute alternatives including transit, carpools, vanpools, bicycling and walking.

Report Organization

This report includes the following chapters:

Chapter 2 – Program Administration

This chapter examines administrative functions of the program, including the program's operating principles and marketing and promotions.

Chapter 3 – Employee and Employer Participation

This chapter examines employer and employee participation in the Guaranteed Ride Home Program, including employer and employee registration, and trips taken. Information in this chapter is based on data recorded in the program's database.

Chapter 4 – Employee Survey

This chapter presents the results of the annual survey and ride questionnaires of participating employees in the Guaranteed Ride Home Program. The survey asked questions about employees' use of alternative modes and their opinions about the quality of customer service provided by the program.

Chapter 5 – Employer Survey

This chapter reviews the results from the third annual survey of participating employers in the Guaranteed Ride Home Program. The survey requested employers' opinions on how they feel the program works for employees, and their experience with being the contact for GRH.

Chapter 6 – Program Update and Recommendations

This chapter provides a program update on recommendations from the 2006 evaluation report and makes new recommendations.

Chapter 2. Program Administration

This chapter examines the administrative functions of the Alameda County CMA Guaranteed Ride Home Program. These include two major categories: 1) the program's operating principles and 2) marketing and promotions.

Program Operating Principles

The program's operating principles cover eligibility requirements, allowable uses and use limitations, the process for getting a ride, and vendor payment.

Eligibility Requirements

The eligibility requirements for this program are:

- The employer must be registered with the program (with a local, designated employer representative who will have a few hours a year to dedicate to the program). Eligible employers must have 75¹ or more employees working at sites located in Alameda County
- The employee must pre-register as a participant in the program.
- Participants must be permanent part-time or full-time employees with a fixed schedule.

An alternative mode must be used on the day the ride is taken. (There is no minimum requirement for regular alternative mode use, however.) Approved alternative modes include riding transit (including buses, trains, and ferries), ridesharing (carpool and vanpool), bicycling, and walking. Motorcycles and airplanes are not considered alternative modes.

Eligibility requirements are designed to provide the greatest return on investment for the CMA's program. Limiting the program ensures that only those who use alternative modes and who have emergencies will take advantage of the free ride. Furthermore, requiring employers, as well as employees, to register (and designate an employer contact person) enables the program to more effectively engage employers in actively marketing the program to their employees. Employer contacts also help distribute the annual program evaluation survey to program participants, and provide information to the Program Administrator about employees who have left the job or the program and should be removed from the program database.

Allowable Uses and Use Limitations

A participating employee may use a guaranteed ride home under the following conditions:

- The employee or immediate family member suffers from an illness or crisis (death in family, break-in, fire, etc.)
- The employee must work unscheduled overtime (requires his or her supervisor's signature)
- The employee's ridesharing vehicle breaks down or the driver has to stay late or leave early

¹ The GRH program decreased the eligibility requirement from 100 to 75 employees in October 2006. Employers with less than 75 employees are allowed to register if they belong to a registered business park. The business park must have 75 or more total employees.

The employee may make an emergency-related side trip on the way home (e.g. picking up a sick child at school, picking up a prescription at a pharmacy). Each employee may take a guaranteed ride home up to twice in any calendar month, but no more than six times in one calendar year.

Guaranteed rides home may not be used for:

- Personal errands
- Pre-planned medical appointments
- Ambulance service
- Business-related travel
- Anticipated overtime or working overtime without a supervisor's request
- Non-emergency side trips on the way home
- Instances in which public transit (BART, train, ferry or bus) is delayed

Use limitations help manage program resources by ensuring that no one participant takes an excessive number of rides. Restrictions on the number of rides per year or month also help curb potential abuse of the program. Of the 6,178 employees ever registered for the program, at the end of 2007, 5,561 (90%) had never taken a ride.

Most program participants take a guaranteed ride home very infrequently or not at all. From the GRH Program's inception in 1998 through December 31, 2007, 1,261 rides were taken by 617 different employee participants. Of these 617 participants, approximately 80% have taken only one or two rides.

Based on the number of active annual participants over the past ten years and a maximum usage of six rides per year, 170,862 rides could have been taken by GRH participants. As previously stated, of those possible rides, only 1,261 were taken, representing 0.7% of total possible rides. The low number of rides used demonstrates that participants use GRH for its intended purpose, as an "insurance" policy to ensure a trip home in case of unexpected circumstances or unscheduled overtime.

The use limitation of six rides per calendar year and no more than two rides per calendar month continues to be reasonable based on usage patterns over the past years. During 2007, no participant took the maximum allowable six rides. Four participants took three rides. Since program inception, only two participants have reached the maximum allowable rides in a year (less than 0.1% of participants).

Process for Getting a Ride

When an employee registers with the program, he/she receives: 1) one guaranteed ride home voucher, 2) detailed instructions and a list of service providers to contact directly to arrange a ride, and 3) a follow-up questionnaire. Registered employees should have all of the necessary materials at their desks when the need to take a guaranteed ride home arises.

Taxi Rides

Employees are instructed to follow a six-step process for getting a guaranteed ride home via taxi:

- **Step 1:** Call one of the transportation providers to arrange a ride and inform them that this is an Alameda County CMA Guaranteed Ride Home call².
- **Step 2:** Fill out the employee section of the voucher. Give the voucher to the driver at the beginning of the ride.
- **Step 3:** At the end of the ride, ask the driver to fill out his/her portion of the voucher.
- **Step 4:** Sign the employee section of the voucher. Keep the pink copy and give the other two copies to the driver.
- **Step 5:** Tip the driver (10-15% is customary).
- **Step 6:** Within seven (7) days, fill out the follow-up questionnaire, which asks for feedback about the Program, and mail or fax it with the employee copy of the voucher to the GRH Program Administrator.

As of 2006, employee participants countywide are required to rent a car for their ride home if they live 50 miles or more from their workplace and meet the following requirements:

- A ride is needed for reasons other than personal illness or crisis (this criterion assumes that a personal illness or crisis would impair someone's driving ability and thus make it unsafe for him or her to rent a car).
- The participant knows how to drive, feels comfortable driving, is age 21 or older, and has a valid California driver's license.
- The ride is requested during Enterprise business hours (hours vary by location but ride requests can generally be made from 7:30 AM – 5:30 PM on Monday through Friday and 9:00 AM – 12:00 PM on Saturday).
- The participant is able to meet the vehicle return requirements (by 9:30 AM the next morning, including Saturday to work or another location acceptable to the rental car agency).

If a participant does not meet the above requirements, the participant may use a taxicab to get home.

Rental Car Rides

Similar to taxicab rides, employees are instructed to follow a six-step process for their guaranteed ride home via rental car:

- **Step 1:** Call 1-800-RENT-A-CAR. Calls will automatically be routed to the closest Enterprise Rent-A-Car office (cell phone calls are routed to a main number). Inform the agent that this is an Alameda County CMA Guaranteed Ride Home call and provide the customer number.

² The GRH program accommodates participants with disabilities. Participants requiring an ADA accessible vehicle must contact Friendly Cab (one of three taxicab companies the program uses) and specify the need for an accessible vehicle, regardless of what city their employer is located or where their destination is located.

- **Step 2:** Call before 5:00 PM to ensure that a vehicle will be available, or as soon as you know you will need a ride to arrange for a drop-off time. An Enterprise agent will drop off the vehicle at the employee's worksite within 30 minutes (or as arranged with Enterprise) and pick it up by 9:30 AM the following morning.
- **Step 3:** Provide the Enterprise agent with a valid California's driver's license showing that you are 21 years of age or older and sign a rental agreement. Give the voucher to the Enterprise agent when you receive your vehicle. After the agent fills out the service provider section of the voucher, retain the pink copy of the voucher.
- **Step 4:** Employees are required to pay for the gas in the vehicle and to return the vehicle with the tank filled to the same level as when the vehicle was issued.
- **Step 5:** Return the car to the employee's worksite the following morning or another acceptable location on Saturdays and call the Enterprise branch before 9:30 AM to arrange for pick-up. If the employee is prevented from returning the car by 9:30 AM, call the Enterprise branch to make arrangements.
- **Step 6:** Within seven (7) days, fill out the follow-up questionnaire and mail or fax the pink copy the voucher along with the completed questionnaire to the GRH Program Administrator.

During 2002, the program initiated the rental car service pilot program for participants who worked in Livermore, Dublin or Pleasanton. In April 2004, the rental car program was expanded throughout the entire county.

Instant Enrollment

Periodically, a request is made to enroll an employee of a participating employer in the program on the same day a guaranteed ride home is needed. Contact persons at participating employers are provided with two extra voucher packets, including a registration packet, follow-up questionnaire and taxi list to use when these cases arise. Employees can contact their employer's GRH representative to register with the program and get a trip voucher and taxi list (or Enterprise Rent-A-Car contact information) for the ride home. The employee must, however, complete the registration form and liability waiver and fax them to the program administrator before taking the ride home.

Vendor Payment

Before vendors are paid each month, the GRH Program Administrator:

1. Compares the mileage and fare amounts listed on each taxi voucher submitted by the vendor to the mileage estimate and fare shown on the corresponding employee paperwork (follow-up survey and voucher). The Program Administrator also makes sure that the fare is in line with the negotiated rate per mile. For rental car rides, the Program Administrator checks to make sure that the program is charged no more than the negotiated rate per ride of \$55.00.
2. Searches the employee database for the employee's record to make sure that the employee is signed up for the program.

Vendors are paid monthly for all approved vouchers in a calendar month. Vouchers that are not approved are reviewed with the service provider within 30 days of receipt. The Alameda County CMA is the final appeal for any payment disputes.

This vendor payment system has been working well. There have been no payment disputes to date.

Marketing and Promotions

In general, approximately one-tenth of the program's administrative resources are dedicated to marketing and promotion. To the extent possible, the program has sought to leverage these resources by relying on participating employers to promote the GRH Program internally, and by seeking co-marketing opportunities with local transit agencies and with organizations such as 511 Rideshare, Enterprise Vanpools, and VPSI Vanpools. In 2007, we continued our focus on informing businesses with between 75 and 99 employees that they are eligible for the Guaranteed Ride Home Program and completed a marketing campaign to enroll more Hacienda Business Park employers in Pleasanton in the program. In addition, GRH staff continued to attend multiple commuter and benefits fairs throughout the county including Kaiser, Safeway and Hacienda events in Pleasanton and other events in Oakland, Fremont and Emeryville. Marketing efforts recommended in the 2006 evaluation report began implementation in January 2008.

The GRH Program employs a number of marketing tools and strategies that are used to market the program to both prospective employers and employees. The program's marketing tools and strategies include the following:

Program Literature

Program literature includes Employer and Employee Guides (brochures) and registration forms, instruction sheets, vouchers, follow-up questionnaires, posters, and flyers. The Employer Guide promotes the benefits of the Guaranteed Ride Home Program to employers, identifies the responsibilities of the CMA in providing the service and of the employer when participating in the program, and explains how the program works. The Employer Guide also includes an employer registration form that all participating employers complete and submit to the GRH Program Administrator by fax or mail.

The Employee Guide promotes the idea that, with the Guaranteed Ride Home Program, a participating employee will never be stranded in an emergency. The message in the Employee Guide is that the program is a type of "insurance policy" that eases people's worries about using an alternative transportation mode. It also encourages others to try an alternative mode for the first time. The guide also explains the program's rules and parameters (under what circumstances and how many times per year the program can be used, etc.) and walks the employee step-by-step through the process of getting an emergency ride home. Each Employee Guide contains a registration form, including a liability waiver, which employees complete and mail or fax to the Program Administrator. Employees can now register via the program's web site as well.

All program literature (with the exception of ride vouchers) is available in both electronic and hard copy form. This enables the Program Administrator to respond to requests for program literature within 24 hours (or less) by attaching the electronic files to an e-mail message. Not only do program participants receive information in a timely manner, but the program also saves time and money by not having to assemble and mail hard copy materials. Because both the employer and employee registration forms require a signature, the registration materials must be printed and then mailed or faxed, or scanned and e-mailed, to the program administrator.

Web Site

The program's web site (www.grh.accma.ca.gov or www.alamedagrh.org) provides easy access to all program literature (which can be downloaded as PDF files), and employees can register for the program online. (Employees must still print out and fax or mail their signed liability waivers, however.) When interested employees call, program staff can refer them to the web site for additional program information and registration. This enables the program to reduce the number of hard copy brochures that are mailed and printed, and allows interested employees to obtain detailed information about the program immediately. In 2006, the GRH web site was updated to include important information for employees including instructions on when to take a taxicab or rental car service. The web site also has a new employer section which provides updated information about the instant enrollment process.

Video

In 2000, a 10-minute video was produced that introduces the Guaranteed Ride Home Program, explains how it works, and provides positive testimony from participating employers and employees about the difference the GRH Program has made in their lives. In the past, the Program Administrator has used the video to help participating employers get the word out about the program internally and to attract new employers to the program. The video needs to be updated in the future as portions of the information are no longer correct.

Media Coverage

Media coverage provides a means of free advertising for the program, and, while relatively limited, these opportunities can be useful in promoting the program to a large number of employees and employers. In 2007, Hacienda Business Park included the GRH program in their monthly newsletter and the program was included in a review of nationwide Guaranteed Ride Home programs presented in the Journal of Public Transportation (Volume 10, No. 4).

On-Site Visits and Events

Program staff have taken advantage of opportunities to hold tabling and information sessions and participate in transportation and benefits fairs held at work sites of participating employers and business parks. These face-to-face opportunities have been successful in spreading the word about the program and encouraging employees and new employers to sign up. Program staff participated in various events in 2007, including the following:

- Hacienda Commuter Fair in Pleasanton
- Kaiser Benefits Fair in Pleasanton and Oakland
- Presentation to NUMMI managers in Fremont
- State Compensation Insurance Fund in Pleasanton
- MTC Benefits Fair in Oakland
- Safeway Benefits Fair in Pleasanton
- LeapFrog Commuter Fair in Emeryville
- Bike to Work Day in Oakland

Direct Marketing to Employers

In 2007, direct marketing efforts were focused primarily on those employers who were part the InfoUSA business listings. We have found that this is the most efficient and effective use of our marketing resources. A total of 18 new employers enrolled in the program in 2007.

Another aspect of employer marketing is contacting already registered employers to renew relationships with employer contacts, update employee lists, and facilitate the functioning of the program with existing enrollees. As part of the annual program evaluation, all employers participating in the program were contacted via mail, email and/or telephone. In 2007, efforts to contact employers with few or no employees enrolled in the program were continued, as were activities to support employers who actively promoted the Guaranteed Ride Home Program to their employees.

Summary

Program Operating Principles

- The process of enrolling and getting an emergency ride home continues to work smoothly.
- The Guaranteed Ride Home Program continues to offer employees working in Alameda County a guaranteed ride home in case of unexpected circumstances or unscheduled overtime at no cost to the employer and employee³.
- Program participants can use either a taxicab or a rental car as their guaranteed ride home. The rental car option was added for all county employers in 2006. Participants living more than 50 miles from their workplace are required to use a rental car for non-emergency rides.
- The use limitation of six trips per year continues to be appropriate. Very few program participants reach this limit. No participant surpassed three rides in 2007.

Marketing and Promotions

- All program literature continues to be available in both hard copy and electronic formats.
- Employees and employers can download registration forms (as PDF files) and other program information from the program's web site, and employees can register online. The program's web site and email address are now printed on all employee brochures.
- Program staff participated in information sessions in 2007, including benefits and transportation fairs in Oakland, Pleasanton, Fremont, and Emeryville. These face-to-face opportunities have been successful in spreading the word about the program and encouraging employees and some employers to sign up.
- Staff implemented a targeted marketing effort on Hacienda Business Park businesses to enroll more businesses. Efforts included mailings, phone calls, and a newsletter article.

A total of 18 new employers registered in 2007, finding out about GRH through marketing events, direct contact from GRH staff, 511 Rideshare, the internet, and signing up based on their own initiative.

³ Participants using a taxicab are asked to pay the taxi gratuity and participants using a rental car are required to pay for gas.

Chapter 3. Employer and Employee Participation

This chapter examines employer and employee participation in the Guaranteed Ride Home Program, including employer and employee registration, trips taken, and employee commute patterns. Information in this chapter is based on data recorded in the program's database.

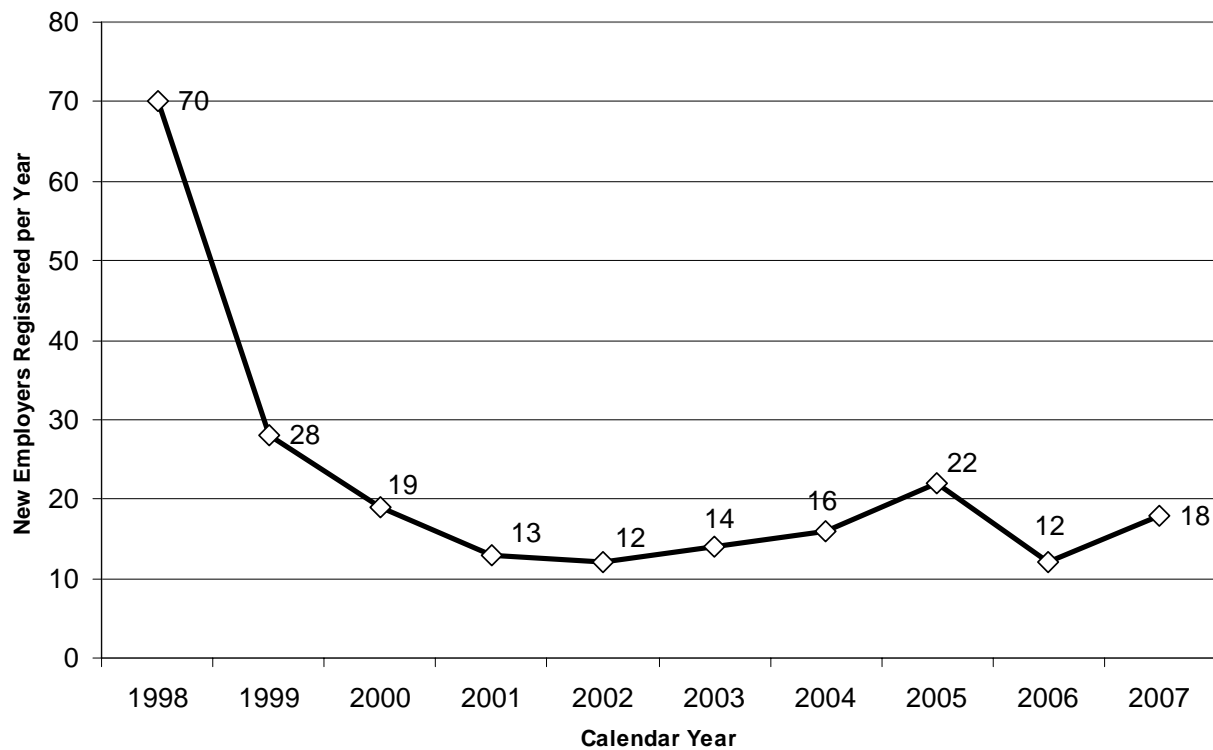
Employer and Employee Registration

Number of Employers

As of December 31, 2007, 155 employers were enrolled in the Guaranteed Ride Home Program. The program registered a total of 225 employers in the period from 1998 to 2007. Several employers, however, have relocated, gone out of business, or lost interest in the program and have been marked "deleted" or "inactive" in the database (records are never permanently deleted from the database). The enrollment figure reflects only those employers who are currently registered and active in the program. Figure 3-1 shows the number of new employers registered by year.

The largest number of employers was enrolled in the first year of the program (70 employers). In 2007, 18 new employers were enrolled with the program, up from 12 in 2006. The increase can be attributed to allowing employers with 75-99 employees to register as well as the Hacienda Business Park marketing effort.

Figure 3-1 Number of New Employers Registered by Year



Note: Figure 3-1 does not include the employers that have been marked "deleted" or "inactive" in the database since the Program's inception.

Geographic Distribution of Employers

Figure 3-2 presents the number of employers by location in Alameda County. Pleasanton is the city with the largest number of employers registered for the program with 44 employers, an increase of eight employers from 2006. This is likely the result of a high number of companies located at the business parks in Pleasanton. When a business park registers with GRH, all of the employers located in the business park are eligible, even if they do not have 75 employees.

Oakland has the second largest concentration of GRH registered businesses with 37 businesses. Fremont and Berkeley both have 15 GRH employers. Figure 3-2 also shows that north and east Alameda County have the greatest number of enrolled employers. Not surprisingly, these two areas of the county also have the greatest number of large employers who are eligible for the program.

Figure 3-2 Employers by Location

Location	Number of Employers
North	65
Alameda	8
Berkeley	15
Emeryville	5
Oakland	37
East	60
Dublin	7
Livermore	9
Pleasanton	44
South	18
Fremont	15
Newark	1
Union City	2
Central	12
Hayward	10
San Leandro	2
Total	155

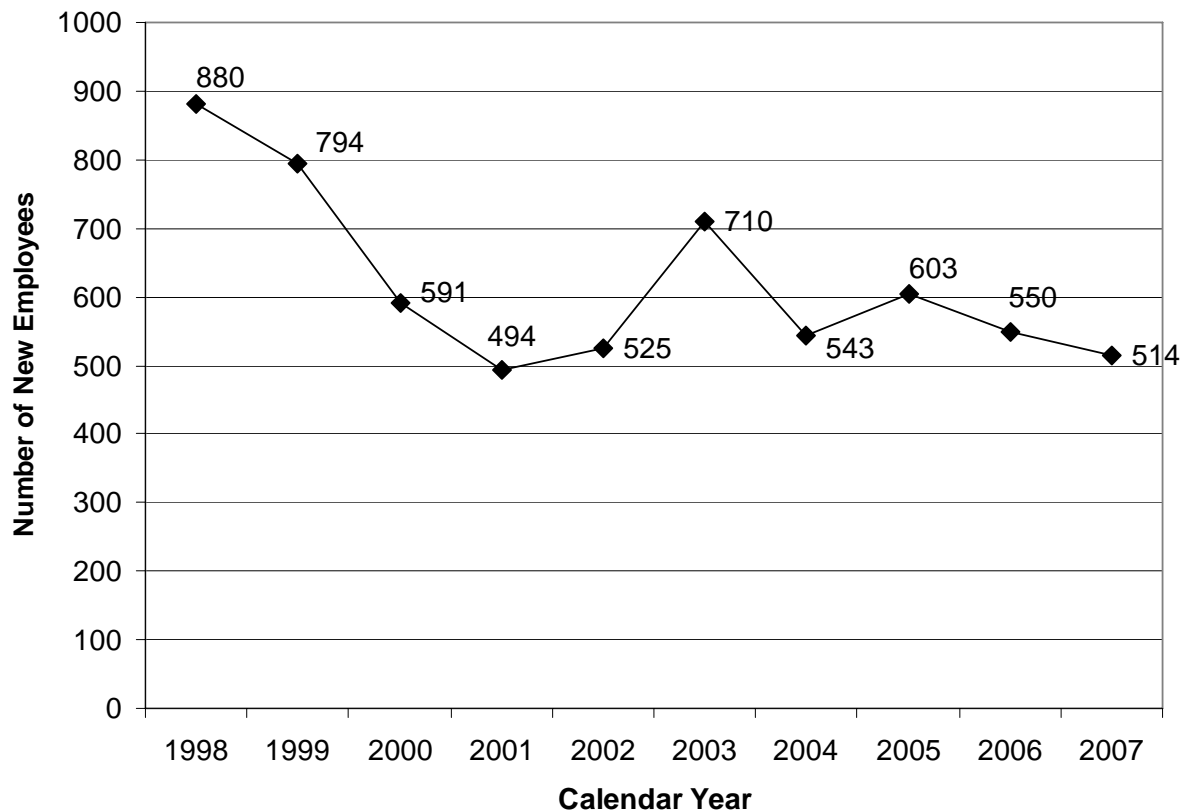
Number of Employees

As of December 31, 2007, 4,437 employees were actively enrolled in the Guaranteed Ride Home Program. As with the employer data, the total number of employees registered since program inception is actually higher because employees are marked “deleted” in the database when the

program administrator learns that they have left their employer and are no longer eligible for the program. The enrollment figure reflects only those actively registered.

The largest number of employees was enrolled in the first year of the program (880 employees). A total of 514 persons signed up for the program in 2007. Enrollment has steadily declined since 2003. Figure 3-3 shows the number of new employees registered by year.

Figure 3-3 Number of New Employees Registered by Year



Number of Employees by Employer

Thirty-seven employers have 20 or more employees signed up with the program and 16 companies have over 50 enrolled employees (Figure 3-4). The program has ten employers with over 100 employees registered. These employers represent 62% of all GRH participants and have demonstrated a strong commitment to promoting commute alternatives. This measurement provides additional support to the supposition that marketing efforts are best spent on employers with an active GRH representative.

On the other hand, 118 employers have fewer than 20 employees registered in the program.

Figure 3-4 Employers with Over Fifty Employee Participants

Employer Name	City	# of Employees
Kaiser Permanente	Oakland	1096
Lawrence Livermore National Laboratory	Livermore	387
New United Motor Manufacturing, Inc. (NUMMI)	Fremont	296
UC Berkeley	Berkeley	288
City of Oakland	Oakland	204
Caltrans - Department of Transportation	Oakland	165
Alameda County Employee Services	Oakland	145
Mervyns California (Hayward)	Hayward	126
Bayer Corporation	Berkeley	112
AT&T	Pleasanton	103
City of Berkeley	Berkeley	98
Lawrence Berkeley National Laboratory	Berkeley	88
Safeway Inc.	Pleasanton	81
Sandia National Laboratories	Livermore	67
Farmers Insurance Group, Inc.	Pleasanton	65
Metropolitan Transportation Commission	Oakland	51

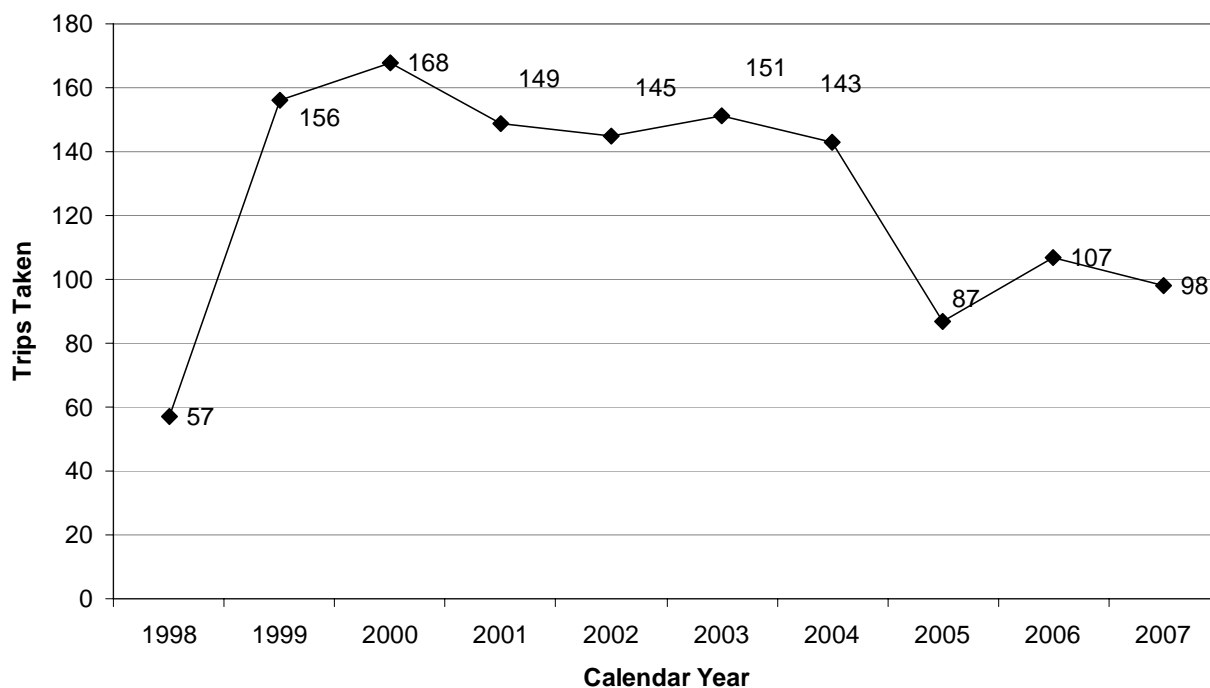
Trips Taken

Total Number of Trips

A total of 1,261 guaranteed ride home trips have been taken from the program's inception through the end of 2007. Of these, 1,180 trips (93%) were taken via taxi and 81 trips (7%) were taken using rental cars. During 2007, a total of 98 trips were taken. Of these, 80 trips (82%) were via taxi and 18 (18%) were made with rental cars. The number of rides decreased from the 2006 total.

The average number of trips per month was 8.2 in 2007, 8.9 in 2006, and 6.8 in 2005. Figure ES-2 in the executive summary presents the year by year statistics for the average number of trips per month.

Figure 3-5 Number of Trips Taken Per Year since Program Inception



Note: Trips recorded in 1998 occurred over a nine-month period, as the program began on April 9, 1998.

Trips by Employee

Most program participants take rides very infrequently or not at all. This demonstrates the “insurance” nature of the Guaranteed Ride Home Program. Of the 6,178 employees ever registered for the program, at the end of 2007, 5,561 (90%) had never taken a ride.

Since program inception, a total of 617 individual employee participants have taken rides. A large majority, 490 (approximately 80%), of those have taken only one or two rides. Only 127 program participants have taken three or more rides since the program’s inception. During 2007, no one took the maximum-allowable six trips. The most trips taken by a participant in 2007 was three.

The figure 3-6 shows the total number of trips taken since program inception by participant count. For instance, the figure below shows that 25 rides have been used by one participant since 1998. A total of 399 participants have used only one ride and 91 participants have used two rides.

Figure 3-6 Number of Rides Taken by Employees since Program Inception in 1998 through 2007

Number of Rides Taken by a Participant	Number of Participants	Total Number of Trips Represented
25	1	25
22	1	22
16	1	16
15	1	15
14	1	14
13	1	13
12	2	24
11	1	11
10	3	30
9	1	9
8	4	32
7	7	49
6	18	108
5	18	90
4	21	84
3	46	138
2	91	182
1	399	399
Total	617	1261

Trips by Employer

Figure 3-7 shows the number of trips taken by employer during 2007. Larger employers tend to have a formal Employee Transportation Coordinator position to help their employees with their commutes. These employers have done a good job of getting program information to their employees and have the most employees signed up with the program. Therefore, it is not surprising that these employers also have high usage rates. Additionally, many of the employees who work for New United Motor Manufacturing, Inc. (NUMMI) carpool or vanpool to work from cities in the San Joaquin Valley. This is due to the fact that these employers are not in transit-accessible locations and that many employees have non-traditional work shifts. Employees who use these types of alternative modes are more likely to need to use their vouchers, given the less flexible nature of these commute options.

Figure 3-7 Trips Taken by Employer in 2007

Employer Name	Number of Rides
NUMMI	20
Kaiser Permanente	16
Lawrence Livermore National Laboratory	8
Farmers Insurance Group	6
Alameda County Employee Services	5
City of Oakland	5
Federal Express	5
Mervyns	5
Safeway	4
UC Berkeley	4
Lawrence Berkeley National Laboratory	3
Bayer	2
Department of Toxic Substances Control	2
U.S. Department of Justice/Bureau of Prisons	2
Associated Third Party Administrators (ATPA)	1
AT&T (Pleasanton)	1
AT&T (Dublin)	1
City of Berkeley	1
City of Fremont	1
HNTB Corporation	1
Kaiser Oakland Medical Center	1
LeapFrog Enterprises Inc.	1
McNichols, Randick, O'Dea, & Tooliatas	1
University of California, Office of the President	1
US Foodservice	1
Total	98

Trip Reasons

The most common reason for using a guaranteed ride home during 2007 was “personal illness” (28%), followed by “carpool or vanpool driver had to stay late or leave early” (23%), “family member illness” (16%), and “unscheduled overtime” (12%). The unavailability of carpool/vanpool rides (either the driver stayed late or left early or the vehicle broke down) comprised 27% of the guaranteed rides home in 2007.

Compared with the reasons for all rides taken in the program through 2007, the distribution is consistent for reasons such as “personal illness” and “family member illness”. Overall use of the program for “unscheduled overtime” since program inception was at 23%, however, “unscheduled overtime” only comprised 12% of trips in 2007. Many more people used the program in 2007 due to the “carpool/vanpool driver leaving early or staying late” compared to the ten year average (23% in 2007 vs. 13% since 1998). The percentage of participants using the program due to “carpool/vanpool driver leaving early or staying late” in 2007 is consistent, however, with the 2006 percentage (22%).

Figure 3-8 Trips Taken by Reason

Reason for Ride	2007 Only		1998 through 2007	
	Number of Rides	Percent	Number of Rides	Percent
Personal Illness	27	28%	344	27%
Carpool or vanpool driver had to stay late or leave early	23	23%	169	13%
Family member illness	16	16%	170	13%
Unscheduled overtime	12	12%	288	23%
Carpool or vanpool breakdown	4	4%	82	7%
Personal crisis	5	5%	120	10%
Unknown	11	11%	46	4%
Other	0	0%	5	0%
Rideshare vehicle not available	0	0%	37	3%
Total	98		1261	

Commute Mode and Trips Taken

A majority of Guaranteed Ride Home trips are taken by those using carpools and vanpools. Figure 3-9 shows that 61% of guaranteed rides home were used by car- and vanpoolers. Because employees who carpool and vanpool have more limited options in terms of when they can return home, they are more likely to be without a ride when an emergency or other unexpected situation arises.

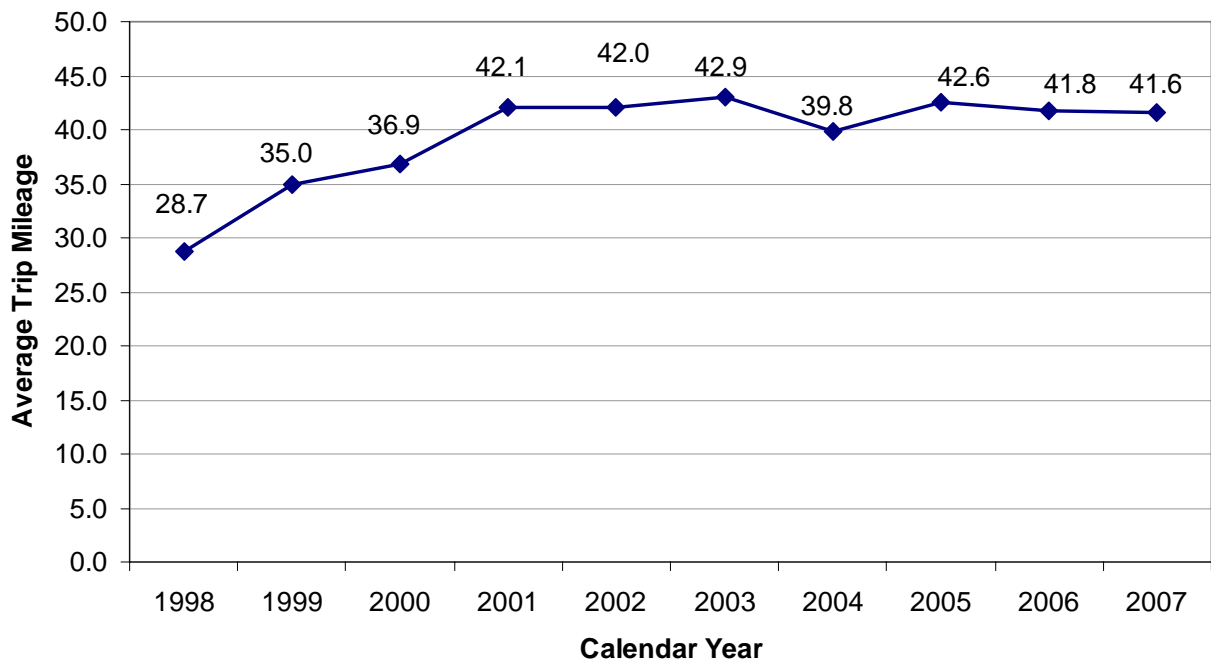
Figure 3-9 Commute Modes Used by Those Using a Guaranteed Ride Home Since Program Inception (1998)¹

Commute Mode	Number of Rides	Percent
Carpool or vanpool	842	61%
Train (BART or Other)	279	20%
Bus	206	15%
Unknown	24	2%
Bicycle	14	1%
Ferry	2	0%
Walk	5	0%
Total	1,372	

¹ This table represents reported commute mode on the day a GRH was taken. When reporting their commute mode, respondents are allowed to select more than one mode if their commute involved multiple modes of transportation.

The average GRH trip distance in 2007 was 41.6 miles. Figure 3-10 shows the trend in average trip mileage (for taxi and rental car trips combined) for each year of the program's existence. The average mileage decreased slightly over last year and has remained relatively consistent for the last three years. The introduction of the countywide rental car program in 2006 has led to fewer long distance taxi trips. The average taxicab trip mileage has remained steady since 2001. The average trip mileage for rental car trips was approximately 52 miles in 2007, the same as in 2006 when the countywide rental car program began.

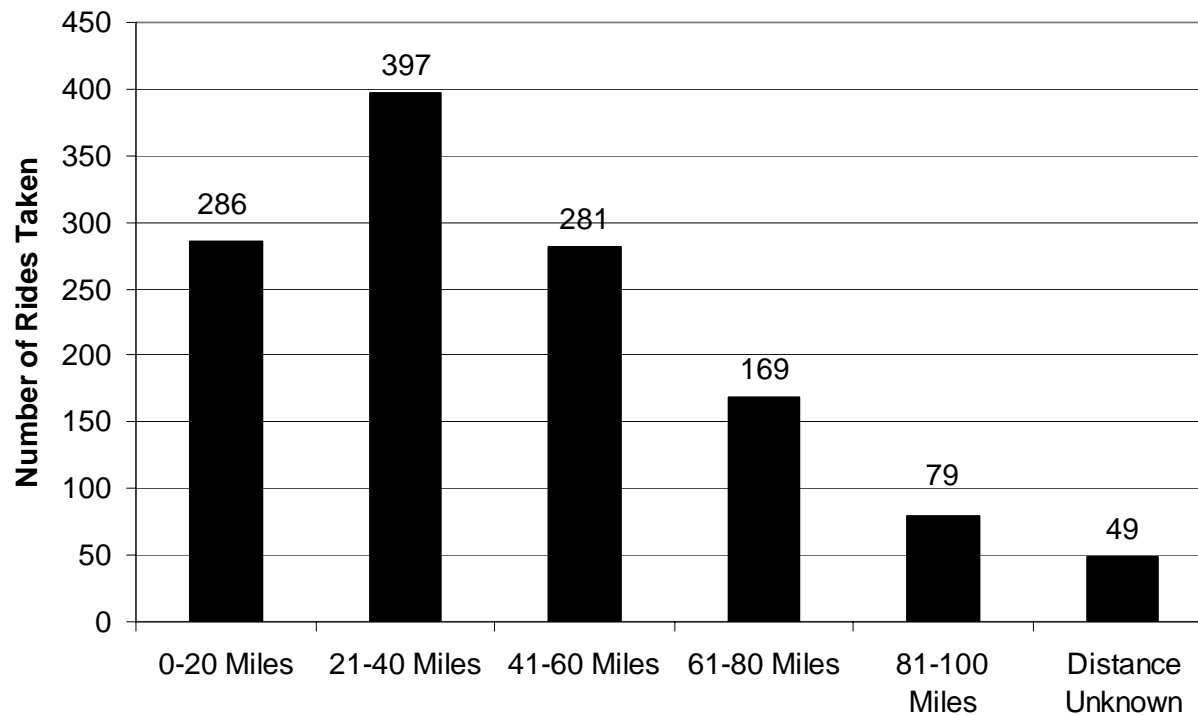
Figure 3-10 Trend in Average Trip Mileage (rental car and taxi trips)



Rides by Distance

Figure 3-11 shows the number of rides taken by distance category (taxi and rental car). Seventy-seven percent of all trips were more than 20 miles in length and 46% of all trips were over 40 miles. A total of 79 rides (6%) of all program trips made through 2007, have been over 80 miles.

Figure 3-11 Number of Rides Taken by Distance Since Program Inception (1998)²



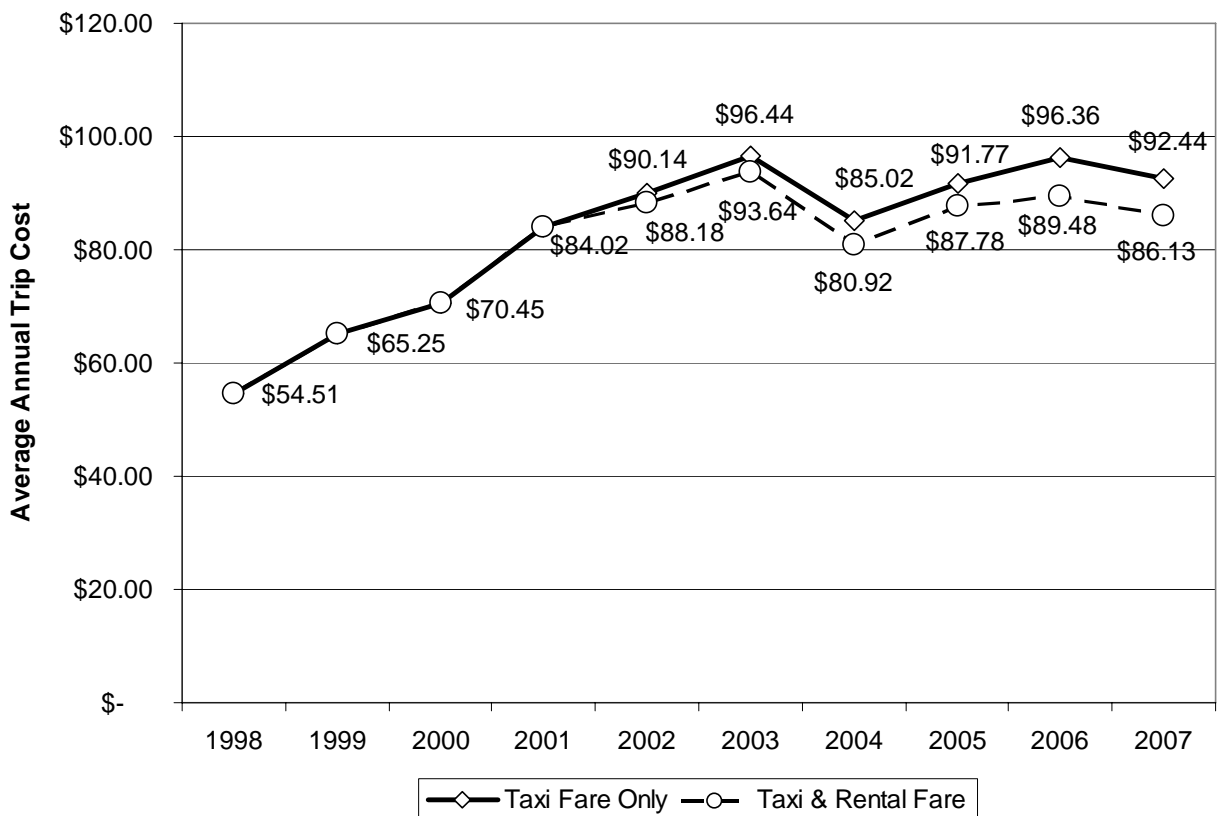
² The total ride distance is unknown for approximately 4% of total rides given since 1998. These rides represent trips used in the first few years of the program where some hardcopies did not include the total trip distance.

Trip Cost

The average trip cost in 2007 was \$92.44 (for taxi trips only). Fares are calculated at a rate of \$2.40 and \$2.50 per mile plus wait time (depending on the taxi provider), and include a \$2.00 flag rate and any bridge tolls. Passengers are responsible for any gratuities paid to drivers. Figure 3-12 shows the trend in average trip fare for each year of the program's existence. The average taxi fare decreased from last year by \$3.92. The average combined fare per trip for taxicab and rental car peaked in 2003 at \$93.64. The average fare has since decreased and is currently at a three year low. The average fare has declined due to increased use of the rental car option as a percentage of total trips and the decline in travel distance in the last two years.

Rental car rates are fixed at \$55.00 per day regardless of mileage. Employees are responsible for the cost of gasoline, and for paying for any additional days they keep the car. The rental car rate includes unlimited mileage, sales tax, vehicle license fee, delivery and pick-up service, collision damage waiver, supplemental liability protection, and personal accident insurance.

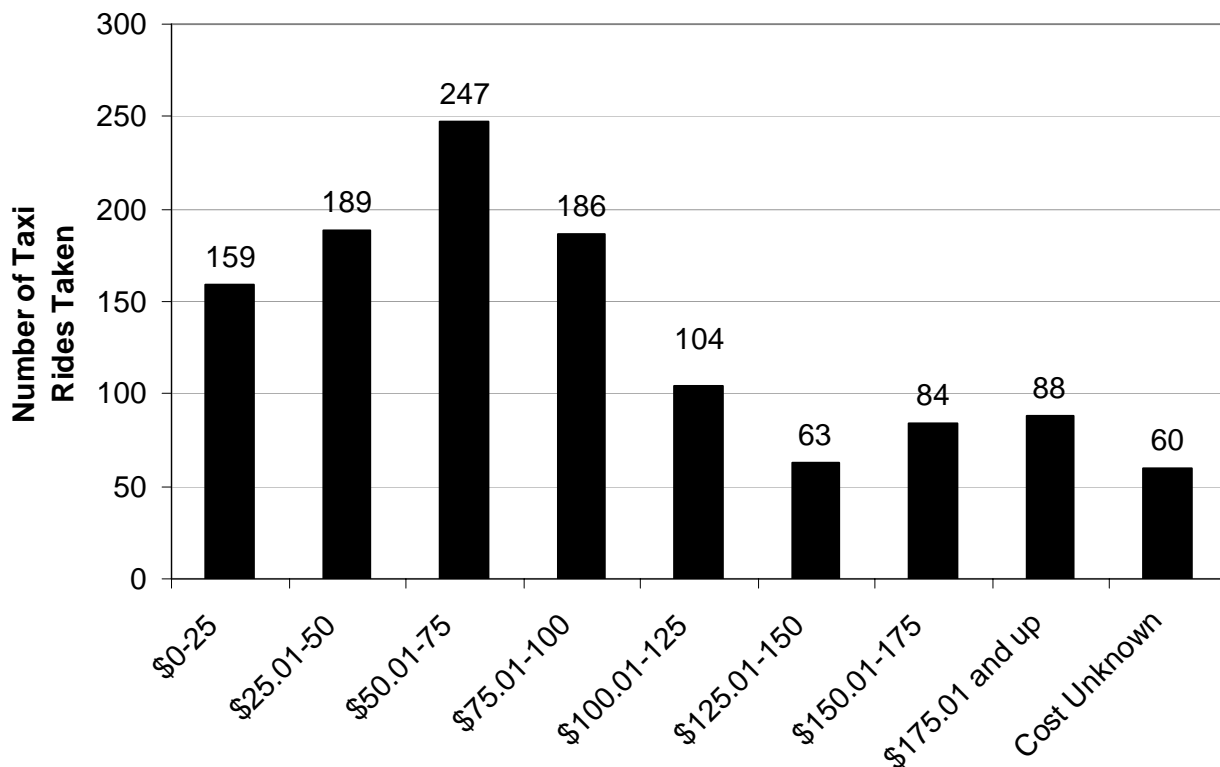
Figure 3-12 Trend in Average Fare per Trip



Taxi Rides by Cost

Figure 3-13 shows the number of taxi rides taken by cost category. Of the 1,180 total taxi rides, 50% cost \$75 or less and 66% cost \$100 or less.

Figure 3-13 Number of Taxi Rides Taken by Trip Cost Since Program Inception (1998)



Rental Car Savings

Figure 3-14 displays the cost savings associated with the rental car program. Assuming that a ride for which a rental car was used would have cost \$2.50 in eastern Alameda County and \$2.40 per mile in the rest of the county plus a \$2.00 flag fee had a taxi been used instead, the program saved an estimated \$1,315.77 in 2007 by using rental cars. This represents the highest level of savings since the inception of the rental car program in 2002 (countywide program began in 2006). With the recent rental car information campaign, the program hopes to realize increased savings from the rental car option.

A total of 18 rental car trips were used in 2007, the same as in 2006.

Figure 3-14 Rental Car Savings in 2007

Mileage	Total Cost	Pick Up City	Taxi Cost per Mile	Taxi Ride Total + \$2 Flag	Estimated Savings
18	\$54.36	Berkeley	\$2.40	\$45.20	-\$9.16
18	\$56.00	Berkeley	\$2.40	\$45.20	-\$10.80
36	\$55.00	Livermore	\$2.50	\$92.00	\$37.00
36	\$57.36	Pleasanton	\$2.50	\$92.00	\$34.64
45	\$54.99	Livermore	\$2.50	\$114.50	\$59.51
45	\$55.00	Berkeley	\$2.40	\$110.00	\$55.00
50	\$55.00	Oakland	\$2.40	\$122.00	\$67.00
50	\$54.36	San Leandro	\$2.40	\$122.00	\$67.64
50	\$55.00	Dublin	\$2.50	\$127.00	\$72.00
50	\$67.78	San Leandro	\$2.40	\$122.00	\$54.22
50	\$55.00	San Leandro	\$2.40	\$122.00	\$67.00
50	\$55.00	San Leandro	\$2.40	\$122.00	\$67.00
50	\$55.00	San Leandro	\$2.40	\$122.00	\$67.00
52	\$57.36	Livermore	\$2.50	\$132.00	\$74.64
67	\$56.36	Fremont	\$2.40	\$162.80	\$106.44
75	\$54.36	Berkeley	\$2.40	\$182.00	\$127.64
95	\$55.00	Pleasanton	\$2.50	\$239.50	\$184.50
97	\$50.00	Pleasanton	\$2.50	\$244.50	\$194.50
Total Program Savings					\$1,315.77

Employee Commute Patterns

Commute Distance and Location

The employees registered with the program work in a wide variety of jobs representing a range of industries throughout Alameda County, including auto manufacturing, airplane maintenance, insurance sales, telephone services, hotel and retail, municipal government, and scientific laboratories.

Although employees must work in Alameda County to be eligible for the program, they may live up to 100 miles away from their worksite and live outside of the county. Program enrollment currently includes residents of 22 different counties (Figure 3-15). Over half (51%) of enrolled employees (who we have a known home county for) reside in either Alameda or Contra Costa County.

Figure 3-15 County of Residence for Employees Enrolled in Program

County	Number of Employees Enrolled in Program (1998-2007)	Percent of Employees Enrolled in Program (1998-2007)
Alameda	1284	28%
Contra Costa	888	20%
San Joaquin	574	13%
San Francisco	411	9%
Stanislaus	269	6%
Solano	251	6%
Santa Clara	174	4%
San Mateo	145	3%
Merced	100	2%
Sacramento	55	1%
Marin	40	1%
Sonoma	17	0%
Yolo	16	0%
Napa	13	0%
Calaveras	6	0%
Placer	4	0%
Madera	2	0%
Nevada	2	0%
El Dorado	1	0%
Fresno	1	0%
Santa Cruz	1	0%
Sutter	1	0%
Unknown	276	6%
TOTAL	4,531	

*Note: Six percent of participants did not provide their "home" city during registration.

Origin/Destination Frequency

Figure 3-16 shows the most frequent (five or more trips) origin (work) and destination (home) cities for all the trips taken by employees in the program through 2007. The most common trip pairs were Oakland to Oakland (57 trips), Fremont to Modesto (53 trips), and Oakland to Vacaville (40 trips). The cities with the most trip origins overall are Oakland (362 trips) and Pleasanton (293 trips). The cities with the most trip destinations are Oakland (142 trips), Manteca (108 trips), Modesto (91 trips), and Tracy (73 trips).

Figure 3-16 Origin and Destination Cities for Trips Taken by Employees Since Program Inception (1998)

Origin (Work)	Destination (Home)	Number of Trips
Oakland	Oakland	57
Fremont	Modesto	53
Oakland	Vacaville	40
Pleasanton	Manteca	39
Oakland	San Francisco	29
Livermore	Oakland	28
Pleasanton	Tracy	28
Berkeley	Oakland	27
Oakland	Manteca	27
Oakland	Fairfield	24
Pleasanton	Modesto	23
Livermore	Tracy	22
Pleasanton	Merced	21
Fremont	Manteca	20
Livermore	Manteca	20
Pleasanton	Rodeo	19
Fremont	Fremont	18
Oakland	Vallejo	17
Berkeley	Stockton	16
Fremont	Oakland	15
Fremont	Tracy	14
Oakland	Walnut Creek	14
Pleasanton	San Francisco	13
Livermore	San Jose	12
Livermore	Stockton	12
Pleasanton	Concord	12
Fremont	Delhi	11
Pleasanton	Antioch	11
Pleasanton	Danville	11
Berkeley	Berkeley	10
Pleasanton	Livermore	10

Origin (Work)	Destination (Home)	Number of Trips
Berkeley	San Ramon	9
Fremont	Lathrop	9
Oakland	Tracy	9
Pleasanton	Brentwood	9
Fremont	Stockton	8
Livermore	San Leandro	8
Oakland	Alameda	8
Oakland	Union City	8
Berkeley	Alameda	7
Oakland	Fremont	7
Oakland	Hayward	7
Pleasanton	Patterson	7
Pleasanton	San Jose	7
Berkeley	Sacramento	6
Berkeley	San Rafael	6
Berkeley	Vacaville	6
Fremont	Pittsburg	6
Livermore	Modesto	6
Pleasanton	Oakland	6
San Leandro	Discovery Bay	6
Berkeley	Suisun City	5
Fremont	Palo Alto	5
Fremont	Ripon	5
Fremont	Salida	5
Fremont	San Leandro	5
Fremont	Vallejo	5
Hayward	Santa Clara	5
Livermore	Lafayette	5
Livermore	Patterson	5
Oakland	Berkeley	5
Oakland	Castro Valley	5
Oakland	Modesto	5
Oakland	Richmond	5
Oakland	Sacramento	5
Pleasanton	Hercules	5
Pleasanton	Pleasanton	5
Pleasanton	Walnut Creek	5

Destination Counties

Figure 3-17 shows the destination counties for all of the trips taken by employees in the program through 2007. The most common trip destination is Alameda County (26%), followed by San Joaquin (20%), and Contra Costa (17%).

Figure 3-17 Destination Counties for Trips Taken Since Program Inception (1998)

County	Number of Rides	Percent
Alameda	333	26%
San Joaquin	248	20%
Contra Costa	212	17%
Stanislaus	124	10%
Solano	120	10%
San Francisco	55	4%
Santa Clara	50	4%
Merced	39	3%
Sacramento	15	1%
Marin	14	1%
Yolo	7	1%
San Mateo	3	0%
Sonoma	3	0%
Calaveras	1	0%
Napa	1	0%
Unknown	36	3%
Total	1,261	

Summary

Employer and Employee Registration

- As of December 31, 2007, there were 155 employers and 4,437 employees enrolled in the Guaranteed Ride Home Program.
- North and east Alameda County continue to be the areas with the most employers enrolled in the program. Pleasanton has the most registered employers, followed by Oakland.

Trips Taken

- The total number of trips taken in the program through 2007 was 1,261. Ninety-eight trips were taken during the 2007 calendar year, for an average of 8.2 trips per month, a 8% decrease over last year's record low.
- Ninety percent of enrolled employees have never used a guaranteed ride home. Of the employees who have taken a trip, approximately 80% have taken only one or two rides.
- Personal illness has the most common reason for taking a trip in 2007 (28% of trips), followed by carpool or vanpool driver having to stay late or leave early (23%).
- The most prevalent users of guaranteed rides home are car- and vanpoolers. People who used these modes took 61% of program trips in 2007.
- The average trip distance decreased slightly in 2007. The average trip distance for all trips in 2007 was 41.6 miles.
- The average trip cost decreased in 2007. The average trip cost in 2007 was \$92.44 (for taxi trips only) down from \$96.36 in 2006.
- Savings from using rental cars totaled \$1,316 in 2006. A total of 18 rental cars were used in 2007, the same as in 2006.

Employee Commute Patterns

- The majority of employee participants live in Alameda and Contra Costa counties. A significant number also live in San Joaquin, San Francisco, Solano, and Stanislaus counties.
- The most common trip origin cities are Oakland and Pleasanton. The most common trip destination cities are Oakland, Manteca, and Modesto.
- Most trip destinations are in Alameda County, followed by San Joaquin, and Contra Costa counties.

Chapter 4. Employee Survey

This chapter presents the results of the data collected in February and March 2008 as part of the annual Guaranteed Ride Home Program survey of participating employees.

Methodology

On February 25, 2008, GRH staff sent an email to all GRH employer representatives asking them to distribute the surveys electronically or with a paper copy through regular mail. The distribution of respondents per employer was proportional to the number of total participants registered per employer. If an employer did not respond to our email or if an email was returned to us, the employer was contacted via telephone to update contact information and to ask them to distribute the annual survey.

As with the past few years, we requested that representatives distribute the survey electronically to employees (SurveyMonkey.com). Employer representatives were responsible for forwarding the survey link to registered employees. A participant email list and sample email text was provided to representatives to facilitate the process. Alternative formats of the survey (electronically or paper copy) were available upon request. The survey could either be emailed back to us, mailed, or faxed. Of the 728 surveys returned, we received 18 (2%) by hard copy and 710 (98%) online. All responses were due by March 21, 2008.

The objective of the survey was to solicit participants' opinions about the quality of customer service they had received and to determine how the program may have impacted their transportation mode choices. Although the program regularly collects this information from participants who take taxi or rental car rides, the annual survey enables us to hear from all program participants, regardless of whether or not they have used the service.

Appendix A displays the paper version of the survey. The online version was nearly identical and provided through surveymonkey.com.

Survey Response

The annual program evaluation effort provides an additional benefit of cleaning the database of employees who may have left their employers or no longer wish to be enrolled in the program. We are notified of this from the employer representatives or, when we contact employee registrants directly, by returned mail sent to the registrants. Of the 4,437 employee registrants currently in the database who should have received a survey from their employer or us, 728 were returned, resulting in a 16% response rate. This represents a decrease in the response rate from last year (18%).

Respondents represent 68 different employers throughout the county, or half of all active employers that have one or more employees registered with the program.

Responses to the questions are summarized in the following sections. It should be noted that the number of respondents who answered each survey question varied, and that results reported in percentages represent the percent of respondents who answered the question rather than the total number of surveys received. Comparisons are made with the results of previous years' surveys when differences are notable. Responses are organized into four sections:

1. Program Effectiveness
2. Other Commute Characteristics
3. Customer Service Ratings
4. Rental Car Program Awareness

Program Effectiveness

The purpose of this section is to gauge the positive impact of the GRH program on reducing drive-alone trips based on survey responses. The survey includes several questions intended to measure this influence. These include specific questions on the influence of GRH, how respondents traveled before GRH and at present, and a brief analysis of the total positive impact of the program.

Encouraging Alternative Mode Use

Three questions ask respondents directly how important GRH is in fostering their use of an alternative commute mode. The survey asked respondents who used to drive alone before registering for GRH how important the GRH program was in their decision to make a positive change in their commute mode. As shown in Figure 4-1, the answers were relatively evenly split, with 69% reporting that GRH was at least somewhat important in their decision to stop driving alone. This is higher than last year (61%).

Figure 4-1 Influence of GRH on Positive Modal Shift

If you drove alone before joining GRH, how important was the GRH program in your decision to begin ridesharing, riding transit, bicycling, and walking for your commute to work?

	Responses	Percentage
Very important (It was the main reason for my switch.)	105	19%
Important (It was an important part of my decision.)	157	29%
Somewhat important (It had some influence.)	111	21%
Not important (I began using alternative modes for other reasons.)	166	31%
Total Respondents	539	

The survey asked respondents if having the GRH program available encourages them to use an alternative mode more often. A majority, 61%, reported that it does. Figure 4-2 displays these results. We asked respondents who said “yes,” how many more days they used their alternative mode. They reported an average of approximately three more days per week because of the GRH program.

Figure 4-2 Influence of GRH on Increasing Alternative Mode Days

Does having a guaranteed ride home program available when you need it encourage you to rideshare (driving with one or more other people in the car carpooling or vanpooling) ride transit (ferry bus train BART ACE Train or shuttle) bicycle or walk MORE OFTEN than you would otherwise?

	Responses	Percentage
Yes	395	61%
No	251	39%
Total Respondents	646	

If GRH were not available would respondents continue to use their alternative mode and how often? Most respondents (59%) reported that they would continue to use an alternative mode even if the GRH program was not available. This is a slight decline from last year when 60% of respondents stated that they would continue ridesharing just as often.

Figure 4-3 Influence of GRH on Sustaining Alternative Mode Use

If the Guaranteed Ride Home Program were not available would you... (check one)

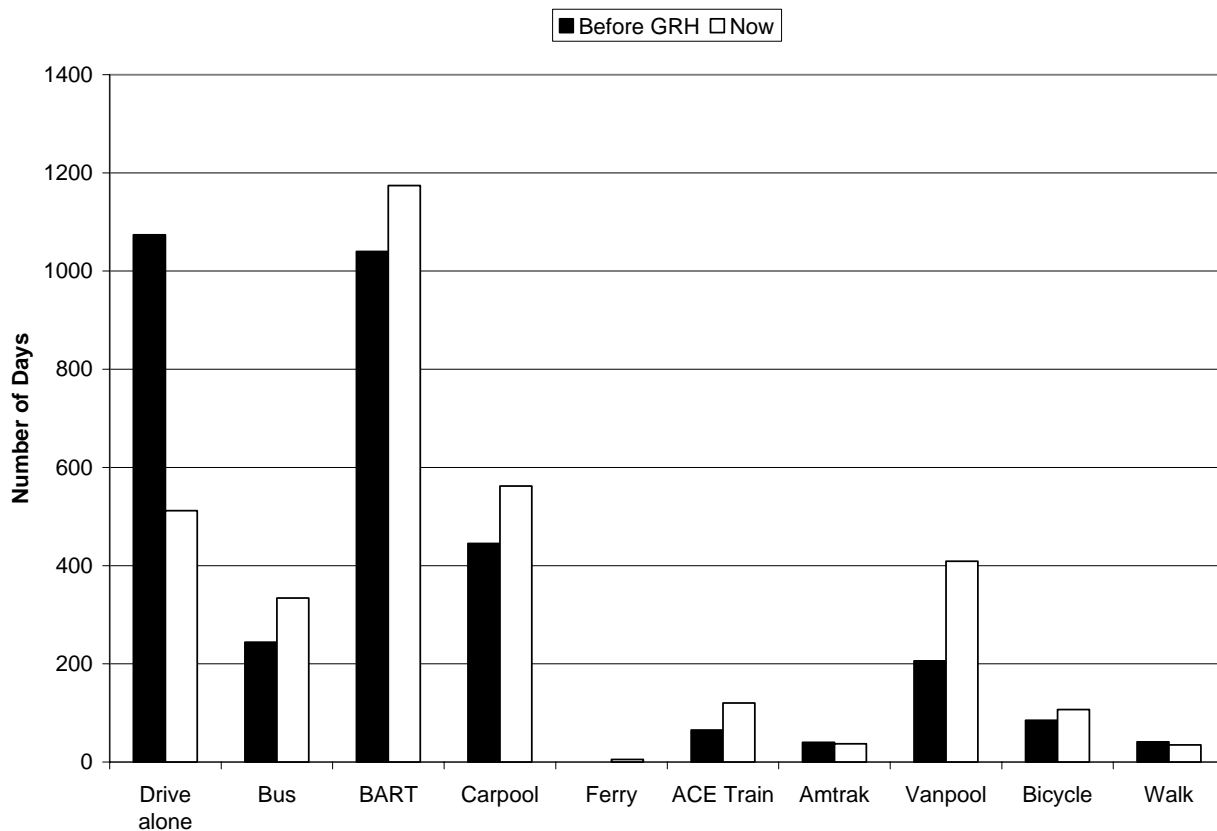
	Responses	Percentage
Stop ridesharing (driving with one or more other people in the car carpooling or vanpooling), riding transit (ferry, bus, train, BART, ACE Train, or shuttle), bicycling, or walking and go back to driving alone	82	13%
Continue ridesharing (driving with one or more other people in the car carpooling or vanpooling), riding transit (ferry, bus, train, BART, ACE Train, or shuttle), bicycling, or walking but less frequently than before	180	28%
Continue ridesharing (driving with one or more other people in the car carpooling or vanpooling), riding transit (ferry, bus, train, BART, ACE Train, or shuttle), bicycling, or walking at the same frequency as before	370	59%
Total Respondents	632	

Based on these survey findings, GRH appears to encourage some increase in use of alternative modes. Respondents indicated that GRH does have a good influence on their commute decisions. Similarly, they indicated that GRH helps them to continue to reduce their dependence on their cars while providing more peace of mind. On the other hand, respondents also indicated that if GRH were not available, they would most likely continue to travel the way they do now.

Commute Mode Before and After Joining the GRH Program

In order to gain more detail on how respondents have (or have not) changed commute modes since joining the Guaranteed Ride Home Program, the survey asked respondents how many days they traveled by each mode during a typical week before joining the program and how they get to work during a typical week now. Thirty four percent reported that they had reduced the number of days they drove alone to work by an average of 3.4 days per week per registrant. Figure 4-4 displays a comparison of the results.

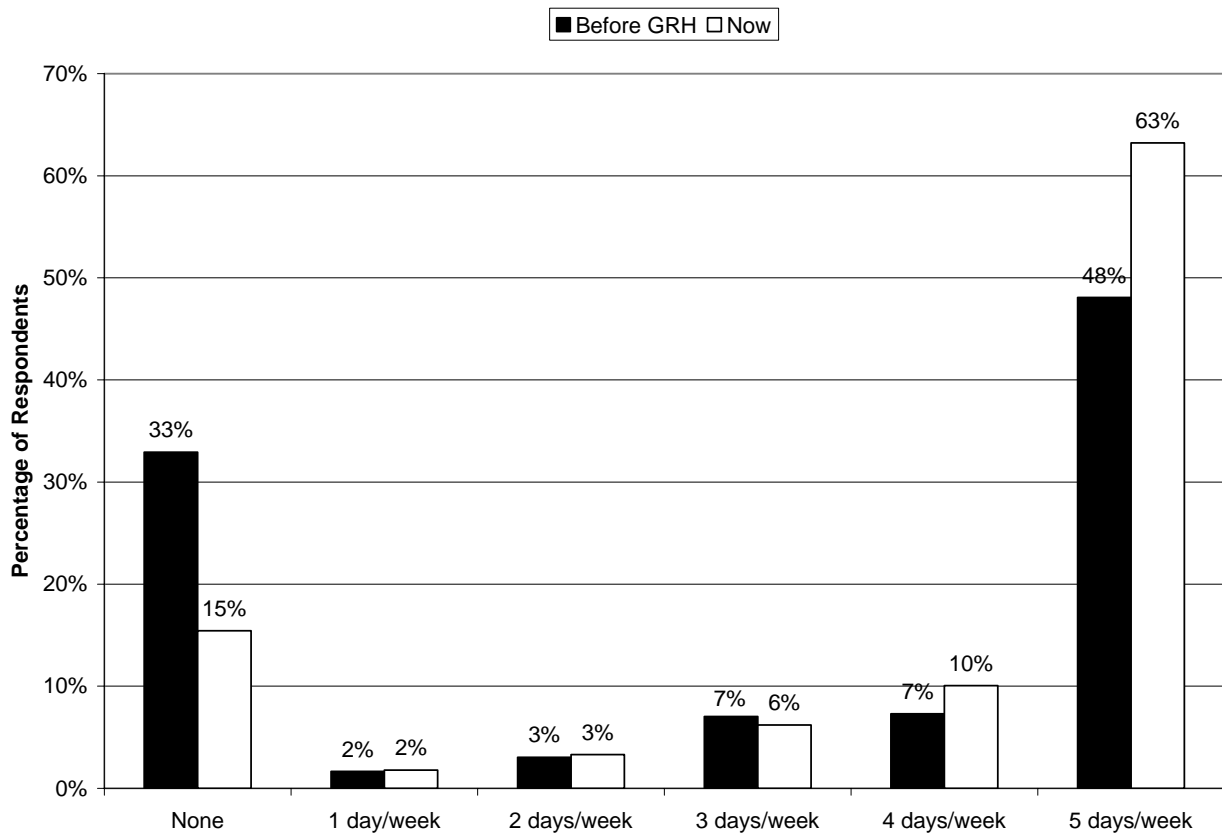
Figure 4-4 Comparison of Commute Mode Days per Week Before and After Joining the GRH Program (Each respondent could answer up to 5 days for each mode)



The most common alternative modes for program participants are BART or carpool. Survey respondents reported driving less by over half compared to before they enrolled in the GRH program. Vanpooling and commuting via bus experienced the largest increases according to the survey. Vanpool participation nearly doubled (99% increase) when respondents registered with the GRH program and bus commuting increased 37%. Use of the ACE Train increased 85% when participants registered with GRH.

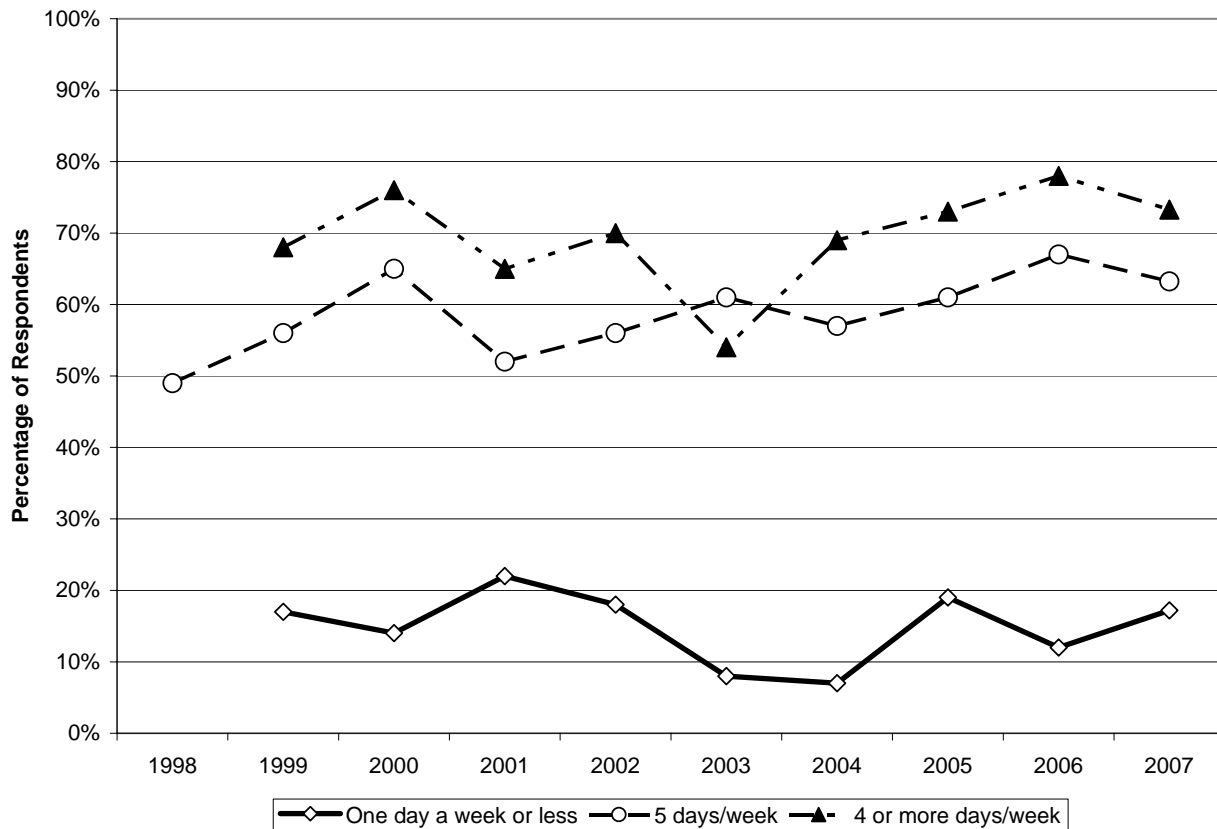
Figure 4-5 displays the number of days per week that respondents use alternative modes now and before registering for the GRH program. As shown, the number of respondents using alternative modes zero days per week (“none” in figure below) declined over 50% after registering for the program.

Figure 4-5 Comparison of Respondent Days per Week Using Non-SOV Commute Modes Now and Before Joining the GRH Program



Data on respondent's alternative mode use since the inception of the program is displayed for comparison in Figure 4-6. Participants who use an alternative mode four or more days per week decreased from the 2006 high to 73%. Those who use an alternative mode five days per week fell to 63%. Respondents who use an alternative mode one day per week or increased to 17%, up from 12% last year.

Figure 4-6 Frequency of Alternative Mode Use After Joining the GRH Program – Response Trends



Total Number of Drive-Alone Trips Reduced

Using the data gathered on the frequency of alternative mode use, an estimate can be generated for the total number of drive-alone trips replaced by alternative mode trips for those enrolled in the Guaranteed Ride Home Program. Figure 4-7 shows the percentage of respondents for each frequency category before and after joining the program. The total number of people in each category is then extrapolated, based on the total 2007 program enrollment of 4,437 people. The number of roundtrips per week are calculated using the frequency and number of people in each category.

The difference in the number of alternative mode roundtrips per week is approximately 3,499 before and after joining the program. In other words, 3,499 drive-alone roundtrips or 6,998 drive-alone one-way trips per week were replaced by alternative mode trips by those who joined the program. This is equivalent to 363,896 total drive-alone, one-way trips per year.¹

Although the GRH Program was likely a significant influence on this mode shift, it may not have been the sole cause. People could have obtained information about and started using commute

¹ This is based on the program enrollment as of December 2007.

alternatives at the same time they joined the GRH Program. For example, they may have joined a vanpool, and then received literature from the vanpool driver about the GRH Program. Or their employer may have initiated commuter benefits such as a commuter checks program, which encouraged the employee to take transit and to sign up for the GRH Program. With gas prices also rising, this may be leading to more people searching for commute alternatives. However, it is likely that the GRH Program played an important role in the mode shift. As stated previously, nearly half of those who did not use an alternative transportation mode prior to joining the program (and who answered the subsequent question about how the program affected their decision to use alternative modes) stated that the GRH Program was either very important or important in their decision to begin using an alternative transportation mode for their commute to work.

Figure 4-7 Total Alternative Mode Trips Before and After Joining the GRH Program

Frequency	Before Joining Program			After Joining Program			Roundtrip Increase or Decrease
	Percentage of Respondents	Number of People ¹	Total Roundtrips Each Week Using Alternative Modes	Percentage of Respondents	Number of People ¹	Total Roundtrips Each Week Using Alternative Modes	
Less than 1 day a week ²	33%	1,461	511	15%	684	240	-272
1 day a week	2%	73	73	2%	79	79	6
2 days a week	3%	134	269	3%	147	293	24
3 days a week	7%	312	935	6%	275	825	-110
4 days a week	7%	324	1,296	10%	446	1,785	489
5 days a week	48%	2,133	10,665	63%	2,805	14,026	3,361
Total		4,437	13,749		4,437	17,248	3,499

¹ Based on 2007 program enrollment of 4,437

² The number of roundtrips for those using alternative modes less than one day a week is calculated based on 0.35 days per week

Other Commute Characteristics

In order to learn more about the types of commute trips GRH is influencing, we asked a series of specific questions about people's commutes: distance, arrival and departure time, and access mode.

Distance between Work and Home

As shown in Figure 4-8, 44% of participant commute distances were between 11 and 35 miles. In 2006, 48% of participants commuted between 11 and 35 miles. The average commute distance is 27.6 miles, a less than one mile increase from last year. Eighty-seven percent of commutes are 50 miles or less, while 16% are less than 6 miles. Only 3% of commutes are between 76 and 100 miles. The program is restricted to people with commutes 100 miles or less, but six respondents reported a commute just over 100 miles. These participants indicated they drive alone to a park

and ride lot and either carpool or vanpool into work. In general, people with longer distance commutes are more likely to find that ridesharing works best for them. These are also the people for whom having a guaranteed ride home can be most influential.

Figure 4-8 Distance between Work and Home

What is the approximate one-way distance between your work and home?

	Responses	Percentage
0 to 5 miles	109	16%
6 to 10 miles	75	11%
11 to 20 miles	124	19%
21 to 35 miles	169	26%
36 to 50 miles	99	15%
51 to 75 miles	59	9%
76 to 100 miles	21	3%
More than 100 miles	6	1%
Total Respondents	662	

Work Arrival Times

Arrival and departure times provide some important information on the impact of the program on congestion and air quality. Tables 4-9 and 4-10 display the percent of respondents by arrival and departure time range. The most popular time to start work is between 7:30 and 8:29 AM (36%). Sixty-five percent arrive at work between 7 and 9 AM. Only 11% start after 9 AM, and 24% before 7 AM.

Figure 4-9 Work Arrival Times of Participating Employees

On a typical day, about what time do you arrive at work?

	Responses	Percentage
Before 6 AM	37	6%
6-6:29 AM	50	8%
6:30-6:59 AM	68	10%
7-7:29 AM	113	17%
7:30-7:59 AM	119	18%
8-8:29 AM	117	18%
8:30-8:59 AM	82	12%
9-9:29 AM	45	7%
9:30-9:59 AM	10	2%
10 AM or later	18	3%
Total Respondents	659	

Work Departure Times

As shown in Figure 4-10, most people leave work between 4:30 PM and 5:30 PM (45%). Fifteen percent leave earlier than 4:00 PM, and another 10% after 6:00 PM. These commute times are consistent with standard rush hours when the highways are most congested and a reduction in cars on the roads has optimum impact in terms of congestion relief and improved air quality.

Figure 4-10 Work Departure Times of Participating Employees

On a typical day, about what time do you leave work?

	Responses	Percentage
Before 3 PM	17	3%
3-3:29 PM	25	4%
3:30-3:59 PM	52	8%
4-4:29 PM	110	17%
4:30-4:59 PM	147	23%
5-5:29 PM	144	22%
5:30-5:59 PM	82	13%
6-6:29 PM	36	6%
6:30-6:59 PM	12	2%
7 PM or later	18	3%
Total Respondents	643	

Driving Alone to Access Alternative Modes

Another important component of an individual's commute is how they access their carpool, vanpool, or public transportation. Given that the majority of the air pollution emitted from a car occurs when it undergoes a "cold start" (which occurs first thing in the morning or at the end of the day when the car has been off for many hours), this question provides additional information on the positive impact of the program. As with previous years, respondents were nearly evenly split between those who drive to access their alternative mode and those who do not. A majority, 53%, drive alone to access their primary commute mode (Figure 4-11).

Figure 4-11 Access Mode

Do you drive alone in order to get to a bus stop, carpool, vanpool, ferry, BART or ACE station?

	Responses	Percentage
Yes	344	53%
No	305	47%
Total Respondents	649	

Customer Service Ratings

In the customer service section of the survey, participants were asked about the quality of customer service provided by the administrative functions of the GRH Program. Information about the quality of taxi and rental car providers' services was obtained from the ride questionnaires completed by participants who used either a taxi or rental car.

Customer Service Ratings for Administrative Functions

The annual survey asked respondents to rate two areas of administrative customer service:

1. Clarity of the information provided
2. Hotline assistance

The survey included two questions on the quality of customer service that employees received: the clarity of information provided and prompt and knowledgeable assistance when calling the GRH hotline. GRH administrative staff answers the hotline, 510-433-0320, when they are available during regular business hours and return all voice messages left when the line is not staffed. The hotline is used to answer any questions GRH participants and non-participants have about the program. Employees and employers can also sign-up for the program via telephone and GRH staff can put participants in touch with a taxicab company or Enterprise Rent-a-Car via the hotline. The hotline is not intended to provide emergency assistance to callers or 24-hour service.

As shown in Figure 4-12, customer service ratings were high in both categories for respondents who had an opinion. "Excellent" and "Good" were the two most common answers (with the exception of "don't know" regarding hotline assistance). A large portion of respondents had no opinion about hotline assistance (73%). This is consistent with anecdotal evidence. People understand the program after reviewing the literature, and participants who call the hotline because they are unclear on the parameters of the program usually have a specific question that involves a judgment call on the part of program administrators.

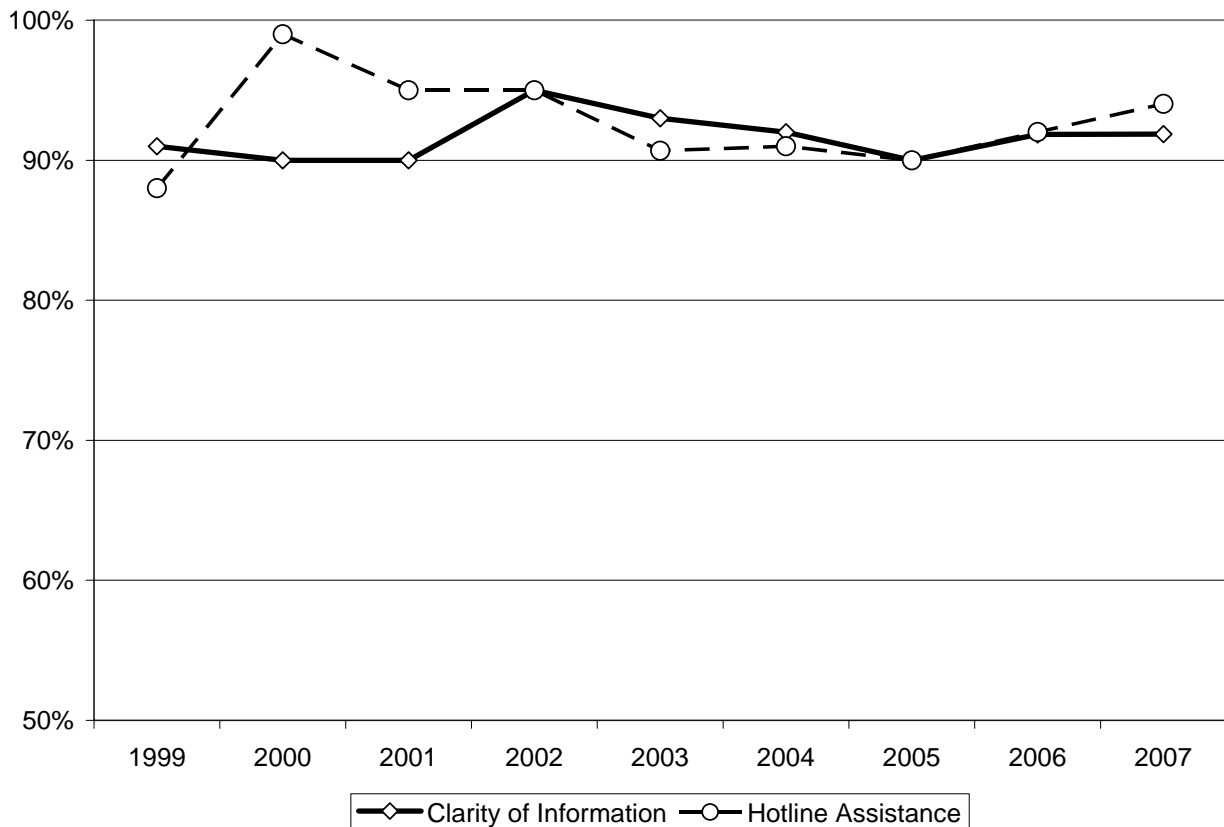
Figure 4-12 Customer Service Ratings for Administrative Functions

Please rate the quality of customer service you have received:

	n=	Excellent	Good	Fair	Poor	Don't know
Clarity of Information	697	41%	42%	6%	1%	10%
Hotline Assistance	692	14%	11%	1%	0%	73%

Figure 4-13 is a graphic comparison of survey results from every year since the program's inception. Customer service on the hotline is at a five year high with 94% of respondents with an opinion rating the hotline assistance as good or excellent. Clarity of printed materials remained flat in 2007 at 92%.

Figure 4-13 Trends in Customer Service Ratings for Administrative Functions – percent “good” or “excellent” of respondents with an opinion



Customer Service Ratings for Transportation Services

The Guaranteed Ride Home Program has contracts with three taxi companies and one rental car company to provide transportation service for the program²:

1. Friendly Cab - Albany, Oakland, Berkeley, Piedmont, Emeryville, Alameda, and San Leandro
2. Cab.Com (formerly Fremont City Cab) - Castro Valley, Fremont, Newark, Union City, and Hayward
3. Tri City Cab - Dublin, Livermore, and Pleasanton
4. Enterprise Rent-A-Car – All of Alameda County

During 2007, 98 total rides were taken by 80 different employee participants. Taxicab rides were used by 68 different employee participants and divided between Friendly Cab (40 rides), Tri-City Cab (18 rides), and Net Cab.Com/Fremont City Cab (22 rides). A rental car was used for 18 of the rides by 12 different employee participants. The number of taxis used is down from last year by 11% while rental car use has remained unchanged.

Most of the participants who completed their ride questionnaires rated their overall program experience and taxi or rental car service quality as either good or excellent (80%). This is down significantly from last year when 95% of participants rated the service as good or excellent. The great majority also reported that taxi drivers and rental car agents were friendly and helpful (93%, n=73) and that vehicles were clean (97%, n=73). Over half of taxi passengers reported a wait time of 15 minutes or less (55%, n=65), an 8% decrease from last year. Another 19% waited between 15 and 30 minutes. Twenty-six percent waited more than 30 minutes, a significant increase compared to last year (7%). The average wait time was 20 minutes, a six minute increase from 2006. Overall, program participants appear to be receiving good service from all three taxi providers, although on-time performance took a significant hit this year.

Regarding rental cars, 61% of participants rated the service as excellent, 31% rated the service as good, and 8% as fair. Almost half of the respondents (6) waited less than 15 minutes for their rental car, 4 waited 16-30 minutes, and 3 participants waited over 30 minutes.

Rental Car Program Awareness

In addition to the questions which are asked every year as part of the annual evaluation, GRH staff added questions this year to gauge awareness of the rental car requirement. Program rules state that participants living 50 miles or more from their workplace must use a rental car as their guaranteed ride home in non-emergency situations. A rental car is also strongly encouraged for participants living 21 to 49 miles from their workplace. At distances greater than 20 miles, rental cars are more cost effective for the program than taxicabs.

GRH staff has increased marketing the rental car requirement based on the recommendation in the 2006 annual review. To increase awareness, the annual survey began with a paragraph

² The GRH program accommodates participants with disabilities. Participants requiring an ADA accessible vehicle must contact Friendly Cab and specify the need for an accessible vehicle, regardless of what Alameda County city their employer is located or where their destination is located.

explaining the rental car requirement. Additionally, questions in the survey asked participants if they were aware of the rental car requirement before taking the annual survey and other questions related to program usage.

Participants were asked if they were aware of the rental car requirement before starting the annual survey. Of those responding, 65% were not aware of the rental car requirement. The requirement is stated in all GRH literature including the information and sign-up brochure and voucher.

Figure 4-14 Rental Car Requirement Awareness

Before starting this survey, were you aware that participants living between 20-49 miles from their workplace are strongly encouraged to use a rental car and participants living 50 miles or more from their workplace are required to use a rental car as their guaranteed ride home?:

	Responses	Percentage
Yes	237	35%
No	437	65%
Total Respondents	674	

Participants who have used a guaranteed ride home were asked if they used a taxicab or a rental car. A large majority, 80%, used a taxicab. Participants who used a taxicab were asked an additional question pertaining to why they used a taxicab instead of a rental car.

The largest number of participants responded that they were unaware of the rental car option (36%) followed by those responding that they live under 20 miles from their workplace (29%). Other responses included too ill or unable to drive, needed the ride after Enterprise business hours, etc.

Figure 4-15 Reasons for Using a Taxicab Instead of a Rental Car

If you live more than 20 miles away from your workplace and have used a taxi for a guaranteed ride home, why didn't you use a rental car?:

	Responses	Percentage
Unaware of the option	25	36%
I live less than 20 miles from my workplace	20	29%
Too ill/unable to drive	12	17%
Other (please specify)	5	7%
Needed the guaranteed ride home after Enterprise Rent-A-Car business hours	4	6%
Uncomfortable driving	2	3%
Not sure how I would receive and return the rental car	2	3%
Less convenient than using a taxi	0	0%
Total Respondents	70	

Summary

The Guaranteed Ride Home Program continues to be successful in encouraging the use of alternative modes. According to 2007 survey responses:

- When asked how important GRH was in their decision to stop driving alone, 69% of respondents who used to drive alone said that it was at least somewhat important. Most (61%) of all respondents reported that the GRH program encourages them to use alternative modes more days than they would otherwise. However if the GRH Program were not available, the majority (59%) reported that they would still use an alternative mode.
- The survey asked respondents how they traveled to work at present and before they registered for the GRH program. The most common modes were BART, driving alone, and carpooling. Seventy-three percent of participants use an alternative mode four or more days a week.
- Using these survey findings, we are able to extrapolate the impact of the program on travel behavior of all participants. The program helps reduce 3,499 drive-alone roundtrips per week or 363,896 one-way trips per year.

To learn more about the commute trips GRH affects, the survey included a few questions on these trips:

- Commute distances are generally 50 miles or less (87%). Forty-four percent are between 11 and 35 miles.
- Most program participants travel to work during peak commutes hours of 7-9 AM and 4-6 PM.
- Over half (53%) of respondents drive alone to access their primary commute mode of transit or ridesharing.

The annual survey includes two questions to evaluate participant's level of satisfaction with the customer service provided in the program. Additional information on service satisfaction is collected in the survey that participants return after they have taken a ride.

- The administrative functions of the GRH Program continue to receive very high ratings for the quality of customer service, consistent with previous years' evaluations.
- Passengers were very positive in their evaluation of the transportation services provided through GRH. The participant reported wait time for a taxi and rental cars, however, did increase. Twenty-six percent of respondents who used a guaranteed ride home reported waiting more than 30 minutes for their ride in 2007, compared with 7% reporting the same in 2006.

New in this year's survey, participants were asked about their awareness of the rental car requirement.

- Sixty-five percent of respondents were not aware of the rental car requirement. The requirement is stated in the printed materials and on the website.

A large majority (80%) of respondents who have had a guaranteed ride home used a taxicab. Those who used a taxicab were asked why they did not use a rental car. The largest number of participants responded that they were “unaware of the rental car option” (36%) followed by those responding that they “live under 20 miles from their workplace” (29%) and those who reported that they were “too ill/unable to drive” (17%).

Chapter 5. Employer Representative Survey

In addition to surveying registered participants in the Guaranteed Ride Home Program, employer representatives are also solicited for their opinions on the service.

Survey Methodology

For second year in a row, the employer representative survey was created in SurveyMonkey and the link to the survey was emailed to all employer contacts. A hardcopy or electronic copy was available upon request. The survey period started on March 24, 2008. All responses were due by April 9, 2008.

The program regularly collects input from participants to determine how the program may have impacted their transportation choices. The objective of the survey was to obtain the employer contacts' opinions about the quality of customer service they had received and to get feedback regarding the overall operation of the program.

Overall Survey Results

Of the 155 surveys distributed, 41 were returned, resulting in a 26% response rate. Employer contact information was updated during the initial phone call to all employers regarding the employee survey.

Responses to the questions are summarized in the following sections. It should be noted that the number of respondents who answered each survey question varied, and that results reported in percentages represent the percent of respondents who answered the question rather than the total number of surveys received.

Responses are organized into four sections:

1. Alternative Mode
2. Program Management
3. Customer Service Ratings
4. Rental Car Requirement

Use of Alternative Mode

This section of the survey asked the respondents whether the Guaranteed Ride Home program makes a difference in employees' commute mode decisions and what other factors may influence participants commuting choices.

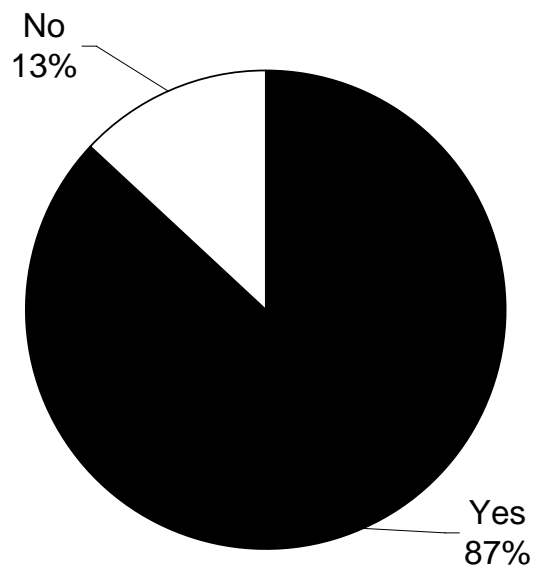
Encouraging Alternative Mode Use

The survey asked the employer representatives how important the program is in encouraging employees to use alternative commute modes more often. As shown in Figure 5-1, a large

majority, 87%, reported that they feel participation in the program encourages more alternative mode use¹. This is down from 95% in the 2006 evaluation.

Figure 5-1 Influence of GRH on Use of Alternative Modes

Do you feel that having the GRH program available encourages employees to use alternative modes of transportation more often for their work trip?



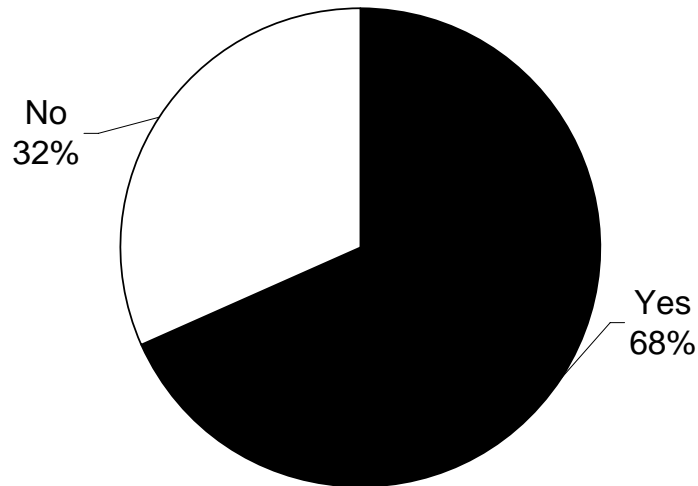
¹ Employers were asked for their opinion regarding if the GRH program encourages employees to use alternative commute modes more often. Employers did not take a poll or individual survey of their registered employees.

Commuter Benefit Programs

In order to gain more detail on the level of influence GRH has in changing commute patterns, the survey asked respondents if their company provided additional commuter benefits to their employees. Two-thirds of respondents reported that they do provide transportation subsidy programs. The results also show that most participating companies are actively promoting alternative mode use through GRH as well as other programs.

Figure 5-2 Participation in Transportation Subsidy Programs

Does your company/organization provide any transportation subsidies to employees (i.e. Commuter Checks, Wage Works) to encourage the use of transit, carpools or vanpools?



Program Management

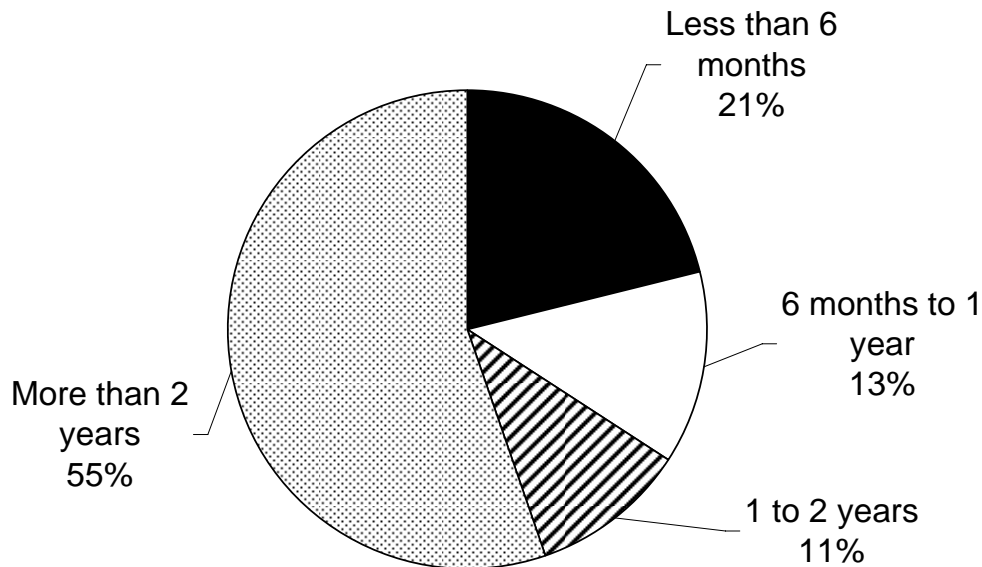
The survey asked employer contacts information about their experience with the program. Respondents answered questions regarding the instant enrollment voucher process, their tenure as employer representative of the program, and the amount of time they spend administering the GRH program.

Tenure with the Program

The survey asked the respondents how long they have managed the program for their company. Two-thirds of respondents have been with GRH for a year or more. This represents a large change from last year when 85% of representatives had been with the program a year or more. When contacting all employer representatives via telephone during the survey process, GRH staff encountered a larger than usual turnover in employer contacts. The results show some continuity of employer representatives, which allows for a greater understanding of the program and an opportunity for GRH staff to build relationships with the contacts. New employer contacts were told how the program works and answered any questions the employer contact had. Many were also sent a new employer information packet including more marketing materials, the employer manual, and new instant enrollment vouchers.

Figure 5-3 Employer Representative's Tenure with the Program

How long have you been the Guaranteed Ride Home employer representative for your company/organization?

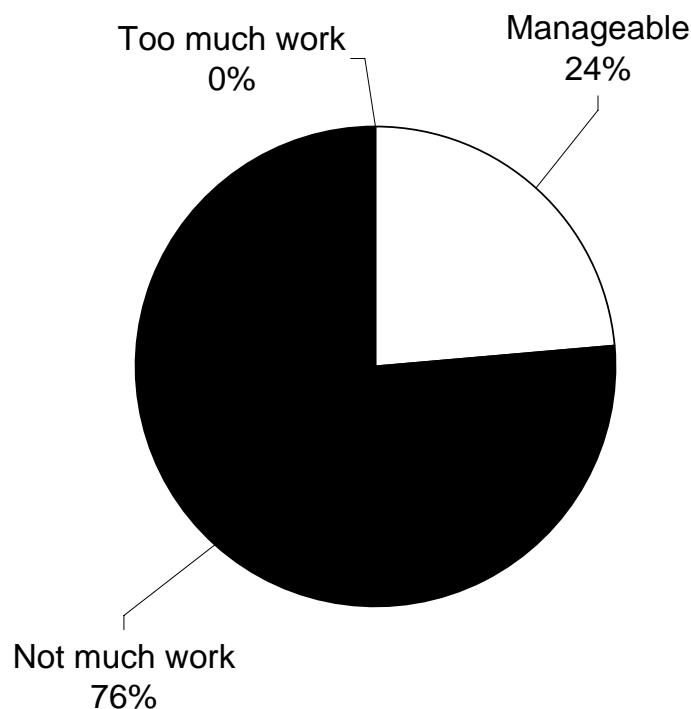


Amount of Time Spent Administering GRH

The survey asked the employer contacts to describe their GRH workload. Approximately three-quarters of the respondents reported that the program is “not much work”. In addition, about a quarter stated that the workload was “manageable”. No employer survey participant reported that the program consumed too much time. The results will be helpful in marketing the program to prospective employers as the findings show that the program administration for employer contacts is minimal.

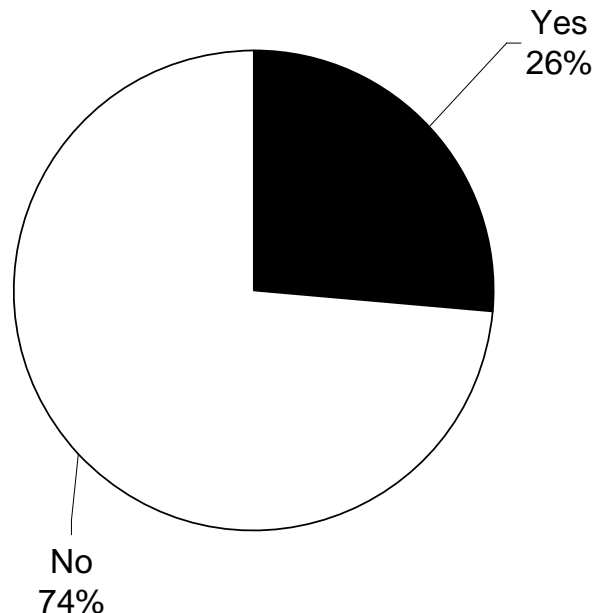
Figure 5-4 Time Spent Administering the GRH Program

How would you describe the amount of work you spend administering the GRH program?



Instant Enrollment Process

An instant enrollment voucher allows employer representatives to issue a voucher instantly for those employees who are not registered with GRH but took an alternative mode to work that day and have a personal emergency. All employer contacts have an instant enrollment voucher on hand and can issue it to an employee who meets the GRH requirements. Issuing an instant enrollment to an employee is one of the most important responsibilities of the employer representative and being familiar with the process is crucial. The survey asked if they had ever issued one and if they understood the instant enrollment process. Seventy-four percent of the respondents had never issued an instant enrollment voucher, approximately the same as last year.

Figure 5-5 Have you ever issued a GRH Instant Enrollment voucher?*Have you ever issued a GRH Instant Enrollment/Emergency Use Voucher?*

Customer Service Ratings

In the customer service section of the survey, participants were asked about the quality of customer service provided by the GRH administrative staff. These questions were also asked of the program participants and the results are recorded in Chapter 4. In addition, participants were asked if they use the GRH website (www.grh.accma.ca.gov or www.alamedagrh.org) for information and if they have any suggestions for the website.

The survey included two questions on the quality of customer service that the employers received: the clarity of information provided about the program and prompt and knowledgeable assistance when calling the GRH Hotline. As shown in Figure 5-6, the customer service ratings were high. Ninety-two percent of respondents stated that the clarity of information is either “excellent” or “good”. Because the GRH materials are easy to understand, representatives are less likely to call the hotline, which may explain why the hotline assistance question received a high “don’t know” response rate².

² GRH staff operates a telephone hotline weekdays from 9:00 AM to 5:00 PM in order to provide information about the program to current and prospective employees and employers and to answer questions about the program. The hotline is not intended to respond to participant emergencies or provide 24-hour assistance.

Figure 5-6 Customer Service Ratings for Administrative Functions

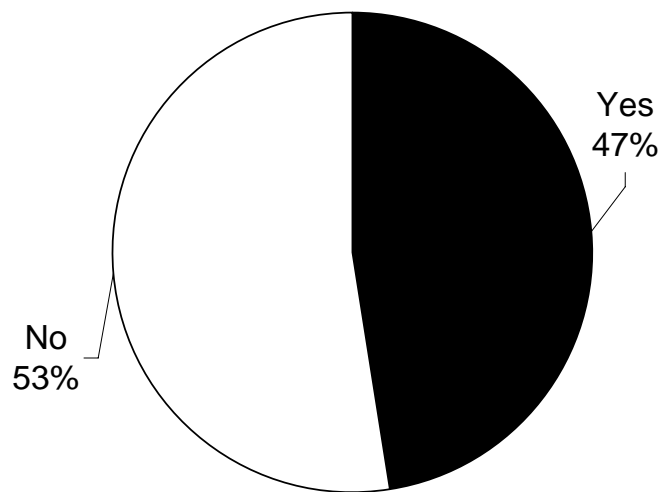
Please rate the quality of customer service you have received:

	Excellent	Good	Fair	Poor	Don't Know
Clarity of Information	56%	36%	3%	0%	5%
Hotline Assistance	34%	18%	0%	0%	47%

When asked if they ever used the GRH website for information on the program, 47% responded that they do use the website to get information, a large decrease from last year when 70% stated they use the website. Some of the decrease can be attributed to newer employer representatives who were unaware of the resources available on the website.

Figure 5-7 Do you use the GRH website to get information about the program?

Do you use the GRH website (www.alamedagrh.org) to get information about the program?:



Rental Car Requirement

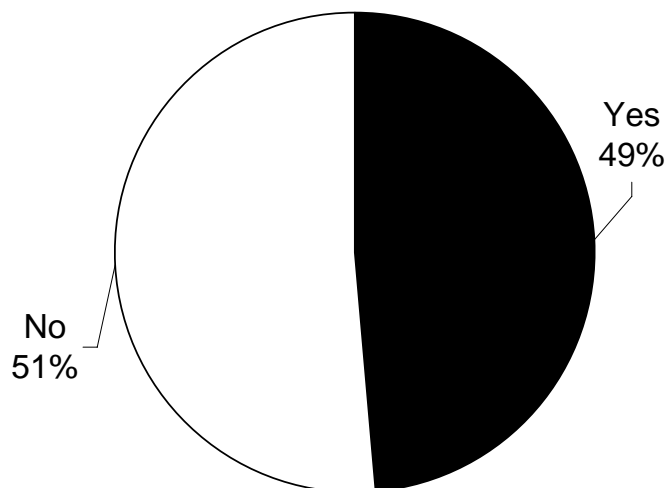
In an effort to increase our employer representatives' awareness of the rental car requirement all employer representatives were reminded of the rental car requirement when they were contacted to update their contact information and inform them about the employee and employer evaluation survey. Explanations of the rental car requirement were also included in the email and cover letter accompanying the employer survey as well as in the survey itself. In addition to the rental car requirement explanation, this year's survey asked employers questions about the requirement.

When asked if the employer representative was aware of the rental car requirement before being contacted about the survey, over half (51%) stated that they were not aware of the requirement. Employer representatives who have been with the program for one year or less were more likely

to be unaware of the requirement. As part of the evaluation effort, all employer representatives received a verbal and electronic or hardcopy explanation of the rental car requirement.

Figure 5-8 Were you aware of the GRH rental car requirement?

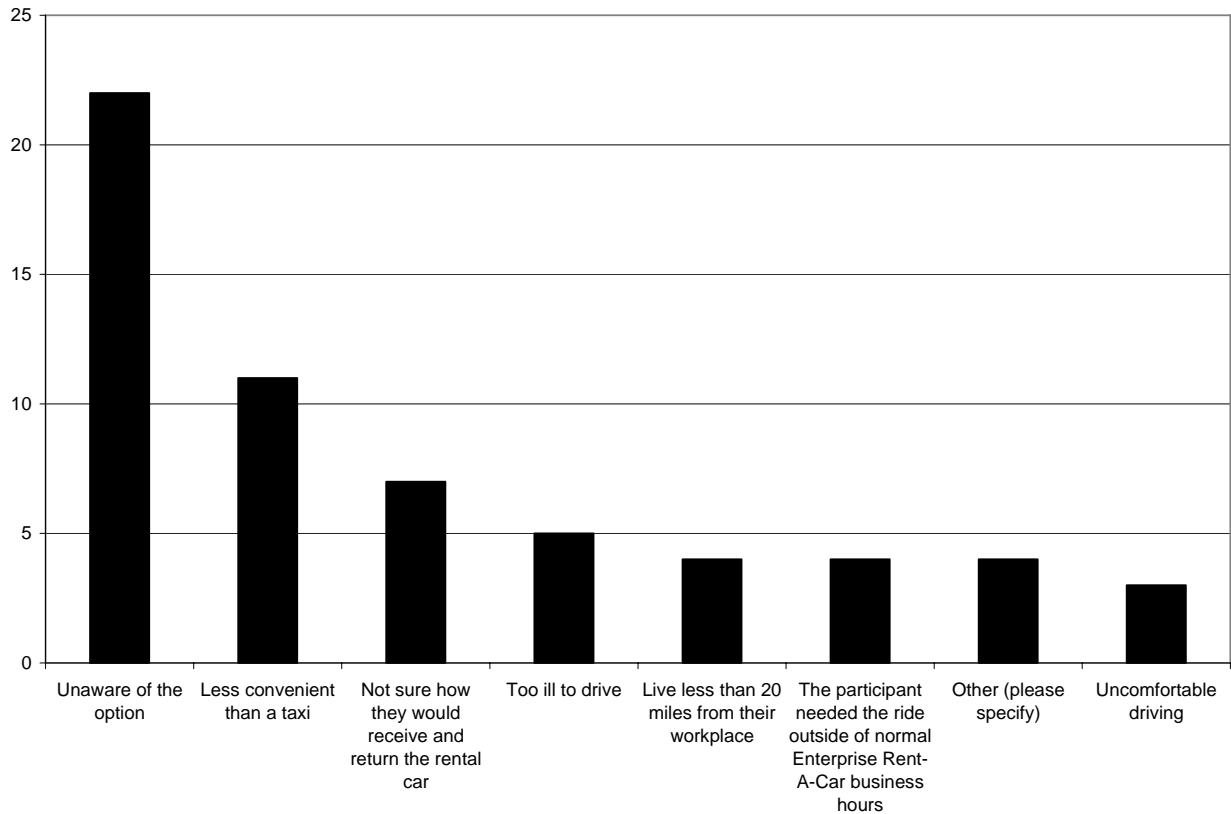
Before being contacted to update your contact information, were you aware of the rental car requirement for persons living more than 50 miles from their workplace and the strong recommendation for persons living 21-49 miles from their workplace?



When employer representatives were asked why they think participants do not use the rental car option more often, the most common response was that participants are probably “unaware of the option”, followed by “less convenient than a taxicab” and participants are “not sure how they would receive and return the rental car.” With the latest marketing push accomplished in conjunction with updating employer contact information and the employer and employee surveys, GRH staff hopes to increase rental car usage and awareness.

Figure 5-9 Why do you think participants do not use the rental car option more often?

Because rental cars are less expensive than taxis for longer trips, the program is trying to increase rental car usage. Why do you think participants do not use the rental car option more often?



Summary

Alternative Modes

- A large majority (87%) of contacts that responded reported that they thought participation in the GRH program encourages more alternative mode use.
- Sixty-eight percent of the responding employers reported that they provide some type of commuter benefit in addition to GRH.

Program Management

- Two-thirds of the employer representatives have managed the program for at least one year, a significant drop from the 2006 evaluation when 85% of the employer representatives had managed the program for at least one year.
- A large majority (74%) have not issued an instant enrollment voucher.
- All employer contact respondents stated that their GRH workload is either “manageable” or that “not much work”.

Customer Service

- The administrative functions of the GRH program received very high ratings for the quality of customer service, which is consistent with the employee survey results.
- Most employer representatives (53%) do not use the GRH website to get information about the program. This is a large change from last year when 70% of employer representatives reported using the website for information.

Rental Car Requirement

- A high number of employer representatives (51%) were unaware of the rental car requirement before being contacted as part of the evaluation effort.

When asked why our employer representatives think participants do not use rental cars more often, they responded that participants are most likely “unaware of the option”, a rental car is “less convenient than a taxicab”, and participants are “not sure how they would receive and return the rental car”.

Chapter 6. Program Update and Recommendations

The Alameda County CMA Guaranteed Ride Home Program has been successful in achieving the goal of bringing about a modal shift from driving alone to alternative transportation modes. Data from this year's participant survey indicate that the program is continuing to reduce the number of drive-alone trips made within the county by eliminating one of the significant barriers to alternative mode use – namely, the fear of being unable to return home in the event of an emergency.

2007 Program Summary

In 2007, a Request for Proposals was distributed by the Alameda County Congestion Management Agency soliciting proposals to operate the Alameda County Guaranteed Ride Home Program. Due to the consultant selection process, a new contract was not signed between the ACCMA and Nelson\Nygaard to operate the program until October 31, 2007. As a result of limited budget resources available before the new contract was signed, staff was only able to maintain current operations of the program and was not able to fully develop all of the 2007 recommendations until the 2008 calendar year. Guaranteed Ride Home staff recommends that the 2007 recommendations be continued in 2008.

Recommendations for 2007, made in the 2006 evaluation report, and their outcome, follows:

Figure 6-1 2007 Program Summary

Recommendation	Outcome/Status
1. Continue operations and marketing, including maintaining website and conducting employee and employer surveys	GRH staff continually markets the program and updates the website. The employee and employer surveys for the 2007 program evaluation were completed in March 2008. Results are included in this report.
2. Monitor and market the 75-99 employee requirement	Using an InfoUSA employer contact list, staff performed cold calls and sent out mailers to employers with between 75-99 employees. Only four businesses meeting the criteria registered in 2007. Staff has encountered difficulty enrolling smaller businesses. Larger employers often have transportation managers, transportation coordinators, or persons in charge of employee benefits programs that can easily be the GRH contact person and distribute information to employees. Small businesses often do not have dedicated transportation staff. GRH staff recommends focusing on business parks, districts, and Chambers of Commerce to distribute program information. GRH staff will contact other Bay Area GRH programs in effort to determine how programs with no minimum employee requirement target and attract smaller businesses.

Recommendation	Outcome/Status
3. Monitor and market the 50+ mile car rental requirement	Rental usage has increased as a percentage of the total trips taken in 2007 although the number of rental car trips is equivalent to the 2006 total. As part of the 2007 employee and employer survey, all employers were contacted via phone and email about the rental car requirement. The surveys also included information about the rental car requirement. Participants using their GRH voucher for a taxicab who live over 50 miles from their workplace are now contacted by telephone and email to remind the participant of the program requirement. In the two months since the marketing campaign, rental usage has increased from 18% in 2007 to 30% in February and March of 2008. Staff will continue to monitor and market rental car use.
4. Develop and implement a way to focus marketing of rental car requirement on major employers	Staff was unable to fully develop and implement a targeted marketing effort on major employers in 2007 due to the contract going into effect later than usual (October 2007), and staff focusing on other changes to the program (such as the rental car requirement, developing a carshare pilot program, and initiating two pilot programs with the Emeryville TMA and Berkeley DBA). GRH staff did attend a manager's informational session at NUMMI in 2007 to discuss the GRH program and the rental car requirement. NUMMI was the largest user of GRH in 2007 with 20 rides used. Starting in May 2008, major employers will be contacted to create a targeted marketing effort to inform employer contacts and participants of the rental car requirement. Marketing methods will be tailored to the employer based on employer contact feedback and may include – email blasts, newsletter articles, individual emails or mailers to participants, and GRH staff visits to discuss the requirement with staff.
5. Develop and implement a pilot carshare program in Oakland and Emeryville	Staff has contacted ZipCar about partnering with the GRH Program. Staff met with ZipCar staff to discuss program details and will continue pursuing this recommendation.
6. Initiate a pilot program with one or two Transportation Management Associations	In March 2008, staff met with the Emeryville TMA and Downtown Berkeley Association to launch pilot programs. Staff is currently preparing the marketing launch.

Below is an update on the status of the 2007 program elements that were recommended by the CMA Board in 2006.

1. Continue operations and marketing, including maintaining website and conducting employee and employer surveys.

The Guaranteed Ride Home Program entered its ninth year of operations in 2007. The program added 18 new employers in 2007 and over 500 employee participants. Staff continued to market the program to employees and employers via newsletters, emails, telephone calls, mailers, attendance of employee benefits fairs, etc. Employee and employer surveys are completed annually as part of the annual program evaluation report.

2. Continue to monitor and market the 75-99 employee requirement.

In 2007, four new businesses with between 75-99 employees not associated with business parks or districts registered for the GRH Program. Besides marketing efforts to encourage enrollment of new employers, the reduced employee requirement has not led to an increase in GRH staff administrative time. The table below shows all businesses registered with between 75-99 employees, the date of registration, and how they found out about the program.

Figure 6-2 New Employers with 75-99 Employees (2007)

Company Name	City	Registration Date	Number of Employees	Information Source
Ruggeri-Jensen-Azar	Pleasanton	2/21/2007	75	Employee Referral
Cell Genesys, Inc.	Hayward	2/27/2007	75	Phone Call
Two Star Dog, Inc.	Berkeley	4/25/2007	75	Phone Call
Agilent Technologies	Pleasanton	9/11/2007	77	Mailer

Marketing efforts completed in 2007 included calling employers using an InfoUSA purchased employer contact information list, mailing information to employers, and contacting Chambers of Commerce in Berkeley and Pleasanton. Chamber contacts were sent information about the program to review and distribute to employers. Staff encountered more difficulty registering these smaller employers than expected. Larger employers often have transportation managers, transportation coordinators, or persons in charge of employee benefits programs that can easily be the GRH contact person and distribute information to employees. We have experienced that smaller businesses often do not have the resources or interest in supporting the GRH Program, especially if employees have not requested the benefit or if they have never heard of the program.

3. Continue to monitor and market the 50+ mile car rental requirement.

In order to efficiently contact employers and employees and concentrate our marketing efforts, GRH staff decided to start a targeted marketing approach to GRH participants as part of the 2007 program evaluation in February 2008.

With the start of the 2007 employee and employer surveys, all employer contacts were contacted via telephone to update their contact information. Employer contacts were reminded of the rental car requirement as part of the telephone call. The 2007 employee and employer surveys were distributed primarily via email and included an explanation of the rental car requirement in the email and on the title page of the survey. Persons not providing the program with an email address were mailed the survey with a cover letter explaining the rental car requirement. The survey itself asked employer and employee participants questions about rental usage and understanding of the requirement. Results of these questions are presented in the employee and employer survey chapters.

All program literature has been updated to state that trips of 50 or more miles require the use of a rental car except in case of emergencies. Literature also states that persons living between 21 and 49 miles from their workplace are strongly encouraged to use a rental car. At approximately 22 miles, the taxicab fare and rental car fee become equal. For simplicity, however, the program

recommends that persons living 20 miles or less from their workplace use a taxicab and strongly encourages persons living over 20 miles but less than 50 miles from their workplace to use a rental car.

An insert is now included in all new participant packets for persons living more than 20 miles from their workplace, which reinforces the rental car requirement for persons living more than 50 miles from their workplace and encourages use of a rental car use for persons living over 20 miles from their workplace.

Participants using their GRH voucher for a taxicab who live over 50 miles from their workplace are now contacted by telephone and email to remind the participant of the program requirement.

In 2007, the rental car usage rate was 18.4%, up from 16.8% in 2006. Since the launch of the marketing campaign in February 2008, rental car usage has increased to 30%.¹

4. Continue to develop and implement a way to focus marketing of rental car requirement on major employers.

The 2006 evaluation report recommended targeting major employers to market the rental car requirement. This recommendation has not been specifically implemented. Due to the contract going into effect later than usual (October 2007), staff focusing efforts regarding the rental car requirement, developing a carshare pilot program, and initiating two pilot programs with the Emeryville Transportation Management Association and Berkeley Downtown Association, staff was unable to fully develop and implement a targeted marketing effort on major employers.

GRH staff did, however, attend a manager's informational session at NUMMI in 2007. GRH staff gave a Powerpoint presentation to NUMMI managers about the program and the rental car requirement and answered questions. After the meeting, program information and the rental car requirement were included in the company newsletter. Despite these efforts, zero rental car rides have been used by NUMMI participants since the rental car program was expanded to include the entire county in 2006. Employee survey results showed that half of respondents did not know about the rental car requirement before taking the survey. For respondents who have used a guaranteed ride home and live over 50 miles from their workplace but did not use a rental car, respondents stated that they did not use a rental car because the respondent needed the ride when Enterprise Rent-a-Car was not open, a rental car was less convenient than a taxicab, and the respondent was unaware how the respondent would receive the rental car and return the car the following day. Because NUMMI employees often do not work during Enterprise office hours (7:30 AM to 5:30 PM on weekdays), a rental car may not be a feasible option for many NUMMI participants. NUMMI was the largest user of the program in 2007 with 20 rides used.

5. Develop and implement a pilot carshare program in Oakland and Emeryville.

As part of the 2006 evaluation report, the CMA board recommended that staff develop and implement a pilot carshare program. The GRH Program strives to provide a convenient way home for persons in case of emergencies. More options in what type of ride home a participant can take would help encourage registration and the CMA's goal in reducing single occupancy vehicle trips.

¹ Statistics are based on GRH trips taken in February and March 2008.

With a carshare option, participants could choose a guaranteed ride home in a taxicab, rental car, or carshare vehicle. Carshare would provide added convenience for participants in addition to providing the program with a lower cost alternative to taxicabs for longer trips. Carshare vehicles would provide a guaranteed ride home to persons working after 5:30 PM when Enterprise Rent-a-Car is closed or for persons who need a guaranteed ride home immediately but are not able to wait for a cab or for Enterprise to drop off a rental car. Compared with a taxi, participants could use the carshare vehicle for intermediate stops as they please without having to direct a taxi driver to multiple locations related to their emergency or unexpected circumstance. Carshare also does not charge for gas, as in a rental car, nor for tips, as in a cab. As a result, carshare would provide the only truly zero out of pocket expense for a guaranteed ride home. Depending on an employer's location, a carshare vehicle may be conveniently located near the participant, allowing the participant to easily secure a guaranteed ride home via a carshare vehicle without having to travel out of their way. All these added benefits and conveniences would be available to GRH participants with a carshare option in addition to providing the program with cost savings for longer trips.

Staff is currently in contact with ZipCar² to develop a one-year carshare demonstration program in the cities of Oakland and/or Emeryville where large concentrations of GRH participants are located. ZipCar is an attractive option for GRH since both programs work to promote the use of alternative modes and ZipCar's fleet includes hybrid vehicles. In addition, ZipCar costs significantly less than taxis for longer trips. The \$60 per ZipCar trip is slightly higher than the rental car service (\$55 per ride), but lower than longer distance taxi rides at \$2.40 to \$2.50 per mile. The ZipCar cost includes insurance and fuel. ZipCar could provide a less expensive option than taxicabs during shift hours when rental cars are not available. A comparison of the three modes shows that for longer trips rental car and ZipCar are more cost effective options than taxi.

A 50 mile trip would cost:

- Rental Car = \$55
- ZipCar = \$60
- Taxi = \$122 (\$2.40 per mile and \$2 flag fee)

6. Initiate a pilot program with one or two Transportation Management Associations.

In order to evaluate the cost effectiveness and staff resources needed to further reduce the eligibility requirement to include employers with less than 75 employees, GRH staff has initiated two pilot programs with two business associations – the Downtown Berkeley Association (DBA) and the Emeryville Transportation Management Association (TMA). Both associations have expressed enthusiastic support for the program and are excited with having the GRH Program available to their businesses and employees. The Downtown Berkeley Association is comprised of over 600 businesses in Downtown Berkeley and the Emeryville TMA includes all businesses within the City of Emeryville. While a large number of businesses in each association have less than 75 employees, the total number of employees in each association is well over the required 75 employee minimum.

² City CarShare was not interested in pursuing a partnership with the Guaranteed Ride Home program. FlexCar and ZipCar merged in 2007 and assumed the name ZipCar.

In March 2008, GRH and CMA staff met with the executive directors of both organizations to review the program, outline the responsibilities of each association, and agree upon a marketing approach. Marketing activities will begin in April 2008 and will include a general mailer to employers, emails to employers, newsletter articles, flyers, telephone calls, etc.

2008 Recommendations

As stated previously, GRH staff recommends that the 2007 recommendations be continued in 2008. The recommendations follow:

1. Continue operations and marketing, including maintaining website and conducting employee and employer surveys.

Operations of the GRH program will continue in 2008 including database maintenance, general marketing, and maintaining the website. Employee and employer surveys are completed annually as part of the annual program evaluation report. The surveys for the 2008 evaluation are scheduled for late January/early February 2009.

2. Continue to monitor and market the 75-99 employee requirement.

In 2008, GRH staff recommends concentrating on business parks, districts, and Chambers of Commerce. Business parks and districts allow GRH information to get to employers through the park or district management instead of simply through cold calling and mailers. Receiving information through the business association “legitimizes” the program to uninformed employers and familiarizes the employer with the program, making follow-up much easier.

In addition, GRH staff will contact other Bay Area GRH programs in effort to determine how programs with no minimum employee requirement target and attract smaller businesses.

GRH staff will continue to monitor the impacts the new requirement has on the cost of managing the program. Monitoring will include how much extra is being spent due to the changes. At the end of the year, a summary table will be prepared to show the new companies, number of employees, and how they heard about the program.

3. Continue to monitor and market the 50+ mile car rental requirement.

Staff recommends continuing this recommendation and monitoring the success of the marketing focus started in 2008. In order to efficiently contact employers and employees and concentrate our marketing efforts, staff will target marketing to GRH participants as part of the 2008 program evaluation. This will also include continuing to telephone and e-mail participants who use the program and live over 50 miles from their workplace to remind the participant of the program requirement.

4. Continue to develop and implement a way to focus marketing of rental car requirement on major employers.

Starting in May 2008, major employers will be contacted to create a targeted marketing effort to inform employer contacts and participants of the rental car requirement. Marketing methods will be tailored to the employer based on employer representative feedback and may include email blasts, newsletter articles, individual emails or mailers to participants, and GRH staff visits to discuss the requirement with staff.

5. Develop and implement a pilot carshare program in Oakland and Emeryville.

A carshare demonstration program should be implemented first in Emeryville and/or Oakland. These two cities accounted for 27% of registered businesses and 44% of registered participants as of December 31, 2007. With the Emeryville Transportation Management Association (TMA) recently registered in the GRH program and as a result all TMA employers being eligible for the GRH program regardless of size, Emeryville is a great choice to launch the pilot program because of its high concentration of employers and employees and presence of carshare pods³. The program also expects to receive a large number of new Emeryville employer and employee registrations due to the TMA enrollment, increasing the attractiveness of launching the pilot program in Emeryville. Oakland also has a high concentration of registered GRH employers and ZipCar pods. In addition, Emeryville has all hybrid ZipCar vehicles and Oakland has some hybrid ZipCar vehicles available allowing participants to obtain a ride in vehicles which produce lower emissions and help mitigate the impact to Bay Area air quality. By concentrating on Emeryville and/or Oakland, the pilot program can more effectively target the program to a large number of registered employers and employees who have access to ZipCar. Currently, the only ZipCar cars in Alameda County are located in the cities Oakland, Emeryville, and Berkeley.

Staff will be continuing efforts to secure a contract with ZipCar to offer the option to GRH participants.

6. Initiate a pilot program with one or two Transportation Management Associations.

The pilot program will be evaluated at six months and at one year after the official marketing launch. The review will include the number of new employers, number of new employees, number of rides taken, administrative time required by GRH staff, and the general feelings and feedback of the executive director of each association. Marketing efforts will continue through the direction of the executive directors of each organization.

Staff recommends continuing this pilot program for one year, then evaluating it.

7. Conduct an independent review of the Guaranteed Ride Home Program within six months.

The Guaranteed Ride Home Program is currently operated by Nelson\Nygaard Consulting Associates and administered by the Alameda County Congestion Management Agency. As part of program operations, Nelson\Nygaard performs an annual evaluation of the program including making program recommendations and surveying employers and employees. In order to ensure that the program is being administered and operated as efficiently and effectively as possible, a third party is recommended to evaluate the entire program.

To accomplish this task, CMA staff will create an evaluation scope and hire a consultant who will complete an evaluation report of the program within six months of the approval of the 2007 evaluation report. Results of the third party evaluation will be presented to the CMA Board for review and approval.

³ Carshare "pods" are locations where carshare vehicles are parked.

8. Develop a plan to evaluate ways to transition employers from Transportation Funds for Clean Air (TFCA) funding for rides to the employers paying for rides for their registered employees.

Since program inception in 1998, the CMA has used the Bay Area Air Quality Management District's (BAAQMD) TFCA funding to operate and administer the Guaranteed Ride Home Program. TFCA funds are used to fund all aspects of the program including paying for the rides. Employers are not responsible for paying for the ride component of the GRH program. Employer and employee participation does not expire and does not have a time limit⁴.

In order to encourage active employer participation and ownership in the GRH program, it is recommended that a plan be developed to limit the time frame in which companies may receive wholly subsidized rides from the program and transition from CMA-funded rides to employer-funded rides. The plan will be prepared and presented to the CMA board within six months of the approval of the 2007 evaluation report. It will include a comparison of how other county programs in the Bay Area are funded.

⁴ Employers and employees must be "active" to remain in the program. Employers who have left the county, have gone out of business, or have decided not to continue participating are unregistered from the program. Employees who leave a registered business for any reason are also unregistered from the program. Once an employer or employee has registered, they do not have to re-register.

APPENDIX A

SURVEYS



Employee Survey

Thank you for participating in the Alameda County CMA Guaranteed Ride Home (GRH) Program.
Please take a few minutes to complete this survey. This annual evaluation is a necessary part of maintaining funding for the program.
YOUR HELP IS GREATLY APPRECIATED! Please return by **March 21, 2008**. Mail or fax to (415) 284-1554.

Or, complete this survey on-line at www.grh.acma.ca.gov/grh/survey.htm

Employer Name: _____

Your Name (optional): _____

1. Please rate the quality of customer service you have received:

	Excellent	Good	Fair	Poor	Don't Know
Clarity of information provided about how the program works (brochures, instructions, website, etc.).					
Prompt and knowledgeable assistance when calling the GRH Hotline.					

2. How long have you been participating in the Guaranteed Ride Home Program?

- ☐ Less than 6 months ☐ 1 to 2 years
☐ 6 months to 1 year ☐ More than 2 years

3. Before today, were you aware of the rental car requirement for persons living more than 20 miles from their workplace?

- ☐ Yes ☐ No

4. Have you ever used your issued GRH voucher?

- ☐ Yes ☐ No

5. If you marked "Yes" above, which mode did you use for your most recent guaranteed ride home?

- ☐ Taxicab ☐ Rental Car

6. What is the approximate one-way distance between your work and home? _____ miles

7. If you live more than 20 miles away from your workplace and have used a taxi for a guaranteed ride home, why didn't you use a rental car?

- ☐ Unaware of the requirement
☐ Enterprise Rent-A-Car was closed for the day
☐ Less inconvenient than taxi
☐ Uncomfortable driving
☐ Too ill to drive/unable to drive
☐ Not sure how I would receive/return rental car
☐ I live less than 20 miles from my workplace
☐ Other: _____

8. On a typical day...

About what time do you arrive at work?

- ☐ Before 6 AM ☐ 6-6:29 AM ☐ 6:30-6:59 AM
☐ 7-7:29 AM ☐ 7:30-7:59 AM ☐ 8-8:29 AM
☐ 8:30-8:59 AM ☐ 9-9:29 AM ☐ 9:30-9:59 AM
☐ 10 AM or later

About what time do you leave work?

- ☐ Before 3 PM ☐ 3-3:29 PM ☐ 3:30-3:59 PM
☐ 4-4:29 PM ☐ 4:30-4:59 PM ☐ 5-5:29 PM
☐ 5:30-5:59 PM ☐ 6-6:29 PM ☐ 6:30-6:59 PM
☐ 7 PM or later

9. What is your PRIMARY transportation mode (the mode you spend the most time in during your commute) to work NOW? (Fill in the number of days

Make sure total days add up to the total number of days you work per week)

PRIMARY MODE OF TRANSPORTATION

____ Drive Alone	____ Vanpool
____ Bus	____ ACE/Amtrak
____ Ferry	____ Bicycle
____ BART	____ Walk
____ Carpool (driving or getting a ride with one or more other people in the car)	
____ TOTAL DAYS YOU WORK PER WEEK	

10. Do you drive alone in order to get to a bus stop, carpool, vanpool, ferry, BART or ACE station?

- ☐ Yes ☐ No

11. BEFORE joining the GRH Program, what was your PRIMARY transportation mode (the mode you spent the most time in during your commute) to work? (Fill

in the number of days. Make sure total days adds up to the total number of days you worked per week)

PRIMARY MODE OF TRANSPORTATION

____ Drive Alone	____ Vanpool
____ Bus	____ ACE/Amtrak
____ Ferry	____ Bicycle
____ BART	____ Walk
____ Carpool (driving or getting a ride with one or more other people in the car)	
____ TOTAL DAYS YOU WORK PER WEEK	

12. If you DROVE ALONE BEFORE you joined the GRH program, how important was the Guaranteed Ride Home Program in your decision to BEGIN ridesharing¹, riding transit², bicycling or walking for your commute to work?

- ☐ Very important. (It was the main reason for my switch.)
☐ Important. (It was an important part of my decision.)
☐ Somewhat Important. (It had some influence.)
☐ Not Important. (I began using alternative modes for other reasons.)

13. If the Guaranteed Ride Home Program were not available, would you... (check one)

- ☐ Stop ridesharing¹, riding transit², bicycling, or walking, and go back to driving alone.
☐ Continue ridesharing¹, riding transit², bicycling, or walking, but less frequently than before.
☐ Continue ridesharing¹, riding transit², bicycling, or walking at the same frequency as before.

¹ Ridesharing includes driving with two or more people in the car (including the driver), carpooling and vanpooling.

² Transit includes ferry, bus, train, BART, ACE Train, and shuttle.

14. Does having a guaranteed ride home available when you need it encourage you to rideshare, take transit, walk, or bike MORE OFTEN than you would otherwise?

☐ Yes

☐ No

How much more often? ____ days per week

15. Comments: _____

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and tape or staple shut.*

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**Alameda County CMA Guaranteed Ride Home Program
785 Market Street, Suite 1300
San Francisco, CA 94103**

Fax (415) 284-1554



Employer Representative Survey

Thank you for participating in the Alameda County CMA Guaranteed Ride Home (GRH) Program. Please take a few minutes to complete this survey. This annual evaluation is a necessary part of maintaining funding for the program. YOUR HELP IS GREATLY APPRECIATED! **Please return by April 9, 2008.** Mail or fax to (415) 284-1554.

Employer Name: _____

Your Name (optional): _____

1. Please rate the quality of customer service you have received:

	Excellent	Good	Fair	Poor	Don't Know
Clarity of information provided about how the program works (brochures, instructions, website, etc.).					
Prompt and knowledgeable assistance when calling the GRH Hotline.					

- ☐ Less than 6 months ☐ 1 to 2 years
☐ 6 months to 1 year ☐ More than 2 years

5. Have you ever issued a GRH Instant Enrollment voucher?

- ☐ Yes ☐ No

6. Does your company/organization provide any transportation subsidies to employees (i.e. Commuter Checks, Wage Works) to encourage the use of transit, carpools, vanpools or walking/biking?

- ☐ Yes ☐ No

2. Before today, were you aware of the rental car requirement for persons living more than 20 miles from their workplace?

- ☐ Yes ☐ No

3. Because rental cars are less expensive than taxis for longer trips, the program is trying to increase rental car usage. Why do you think participants do not use the rental car option more often?

- ☐ Unaware of the option
☐ Needed ride home after Enterprise Rent-A-Car business hours
☐ Less convenient than taxi
☐ Not sure how they would receive/return rental car
☐ Too ill/unable to drive
☐ Uncomfortable driving
☐ Live within 20 miles of their workplace
☐ Other: _____

4. How long have you been the Guaranteed Ride Home employer representative for your company/organization? _____

7. How would you describe the amount of work you spend administering the GRH program?

- ____ Too much work
____ Manageable
____ I could do more

8. Do you inform new employees about the program?

- ☐ Yes ☐ No

9. Do you feel that having the GRH program available encourages employees to use alternative modes of transportation more often for their work trip?

- ☐ Yes ☐ No

10. Do you use the GRH website to get information about the program?

☐ Yes

☐ No

11. In what ways can we improve the GRH website (www.grh.aacma.ca.gov)?

12. Would you like a GRH representative to contact you for a brief (less than 5 minute) program refresher?

☐ Yes

☐ No

13. Would you like additional GRH materials?

☐ Yes

☐ No

14. If you would like additional materials, what would you like sent to you?

☐ Brochures

☐ Posters

☐ Flyer

☐ Text for a newsletter/email blast

☐ New instant enrollment voucher (only if misplaced original)

☐ Other (please specify)

15. Additional Comments:
